

FORGING A SUSTAINABLE FUTURE

SUSTAINABILITY REPORT 2015

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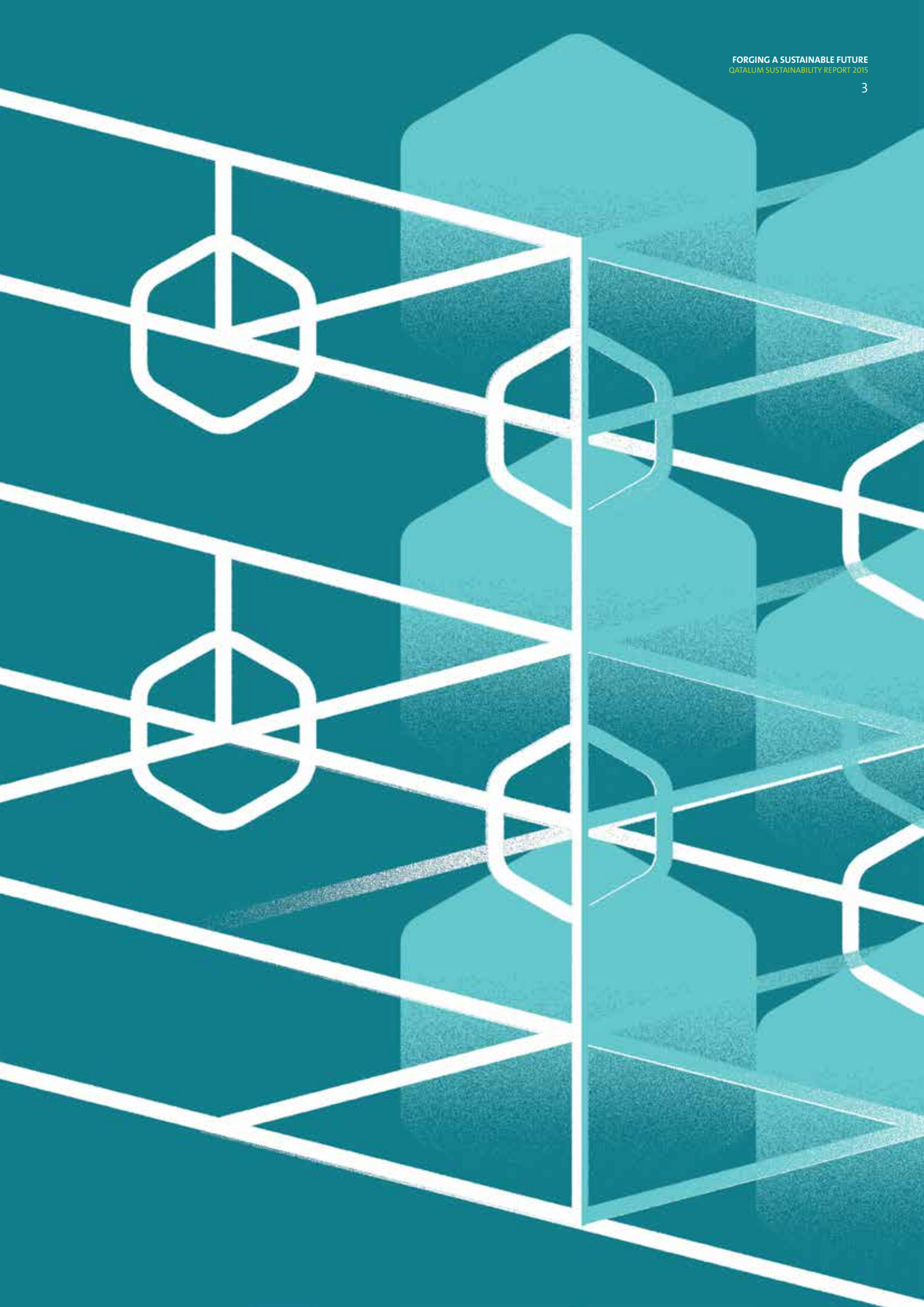
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QATALUM VALUE CHAIN

OUR BUSINESS MODEL

Qatalum's mission is to create a better future, while providing employment and development opportunities through environmental integrity and operational excellence.

OUR LOCATION:

Mesaieed Industrial City

BUSINESS INPUTS CAPITALS

FINANCIAL

Our Shareholders:
Qatar Petroleum (50%)
Hydro (50%)

PEOPLE

Our people are our most important resource and a key element for our success.

- 1,314 full time employees
- 3.7% female employment

MANUFACTURING

Qatalum is Qatar's fully integrated primary aluminium plant, consisting of a smelter, casthouse, carbon plant and a dedicated power plant to produce high quality products.

NATURE

We use energy and water in order to run our plant.

- 33,123,640 GJ of energy consumed
- 547,225 m3 of fresh water consumed

SUPPLY CHAIN

Qatalum imports a range of raw materials that are combined with Qatar's energy resources to produce aluminium. All our raw materials are sourced through our part owner Hydro, which is recognised globally for its sustainability performance and holds its supply chain business partners to a supplier code of conduct.

- USD 432.4 million spend on raw materials

SOCIAL AND RELATIONSHIPS

Open and honest engagement with our stakeholders is critical in gaining and maintaining our social and legal license to operate.

OUR OPERATING MODEL

At Qatalum, we focus on operational efficiency as a way to reduce our ecological footprint per ton of production, while generating more profits.

QPS

At Qatalum, we focus on operational efficiency as a way to reduce our ecological footprint per ton of production, while generating more profits.

GOVERNANCE

At Qatalum we aim to ensure effective corporate governance is interweaved into every level of the organisation, from our

We create value by transforming raw materials into high quality extrusion ingots and foundry alloys that are distributed internationally and utilized in a wide variety of industries, including automotive, construction and engineering.

BUSINESS OUTCOMES

FINANCIAL

Qatalum aims to be a high-quality investment for our shareholders via profitability attained through growth in our revenue and operational efficiency.

- USD 1,395 mn of revenues
- USD 101 mn net profit

PEOPLE

We create a safe and healthy working environment along with fair and competitive remuneration and are committed to establishing a highly skilled workforce, through investing considerable time and resources into training.

- 1.12 Reportable injury rate (per million work hours)
- 148,984 total hours of training offered for our employees
- 2.4% Turnover rate

MANUFACTURING

High quality extrusion ingots and foundry alloys that meet the needs of our customers.

- 638,155 tonnes of production
- 1,375 tonnes of sales

NATURE

We are constantly working towards upholding our environmental integrity and improving efficiency.

- 4,715,138 tonnes of GHG emissions
- 36,683 tonnes of waste generated
- 60% of total waste recycled

SUPPLY CHAIN

We support local procurement whenever possible.

- 28.6% local procurement
- USD 900,000 total social investment budget

SOCIAL AND RELATIONSHIPS

Qatalum is committed to providing work opportunities for Qataris and supporting our local community.

- 5.9% Qatarization

QIP

The Qatalum Improvement Program is designed to implement the QPS' principles throughout all levels of the organisation, from core operations to support functions. QIP aims to create a conducive and employee friendly work environment while maximizing productivity, safety and quality and improving the cash cost of aluminium.

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QIMS

The Qatalum Integrated Management System is a framework that administers health, safety and environmental quality (HSEQ) standards while promoting efficient production. It is based on the QPS and incorporates all of our international standards and certifications.

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directors to plant employees, to guarantee we operate in the interest of our key stakeholder.

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ABOUT THIS REPORT

Welcome to Qatalum's Sustainability Report for the calendar year 2015. Our fifth sustainability report since we began tracking of sustainability progress in 2011, provides a comprehensive update of our 2015 environmental, social and economic performance, including comparable data for the years 2011, 2012, 2013, and 2014, where available.

This report contains Standard Disclosures from the Global Reporting Initiative (GRI)'s Sustainability Reporting Guidelines (G4 Reporting Guidelines). We have prepared the report in accordance with 'Core' requirements of GRI G4 Guidelines. The report GRI G4 Content Index and GRI Materiality Disclosures Service mark are included in Appendix D.

Sustainability management and reporting at Qatalum is also influenced by The Hydro Way (a set of principles that guide our international shareholder Hydro). For more information on how this report was created, please see Appendix A.

Qatalum is committed to annual reporting on the sustainability issues of greatest concern to our stakeholders. We encourage you to get in touch with us through the following channels:

- ➦ <https://plus.google.com/+QatarAluminiumqatalum/posts>
- 🐦 https://twitter.com/qatar_aluminium
- in <https://www.linkedin.com/company/qatalum>
- f <https://www.facebook.com/QatarAluminium>

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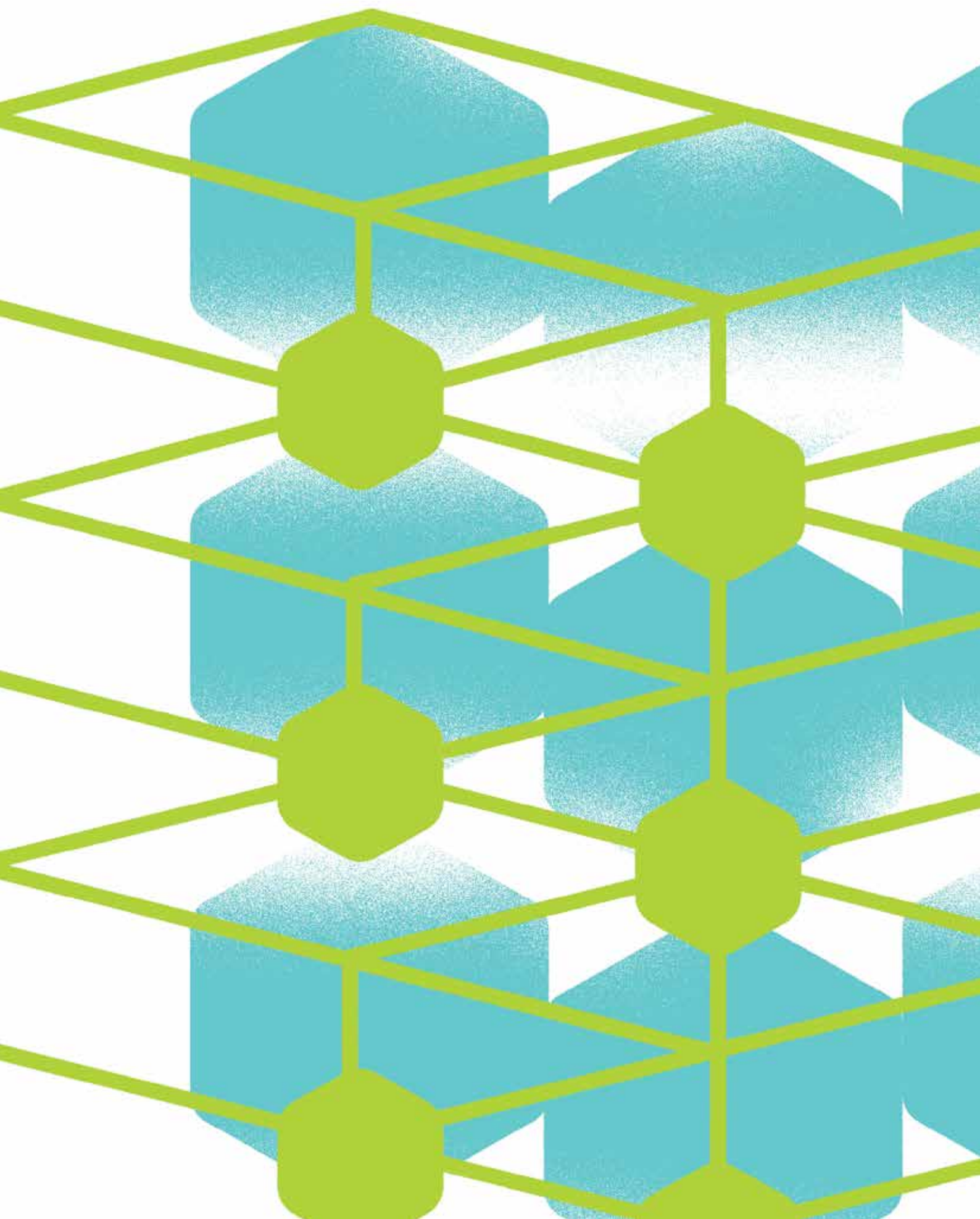
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CHAIRMAN'S MESSAGE

It is a pleasure to welcome you to Qatalum's fifth annual sustainability report, documenting our progress in sustainability and corporate governance throughout 2015.

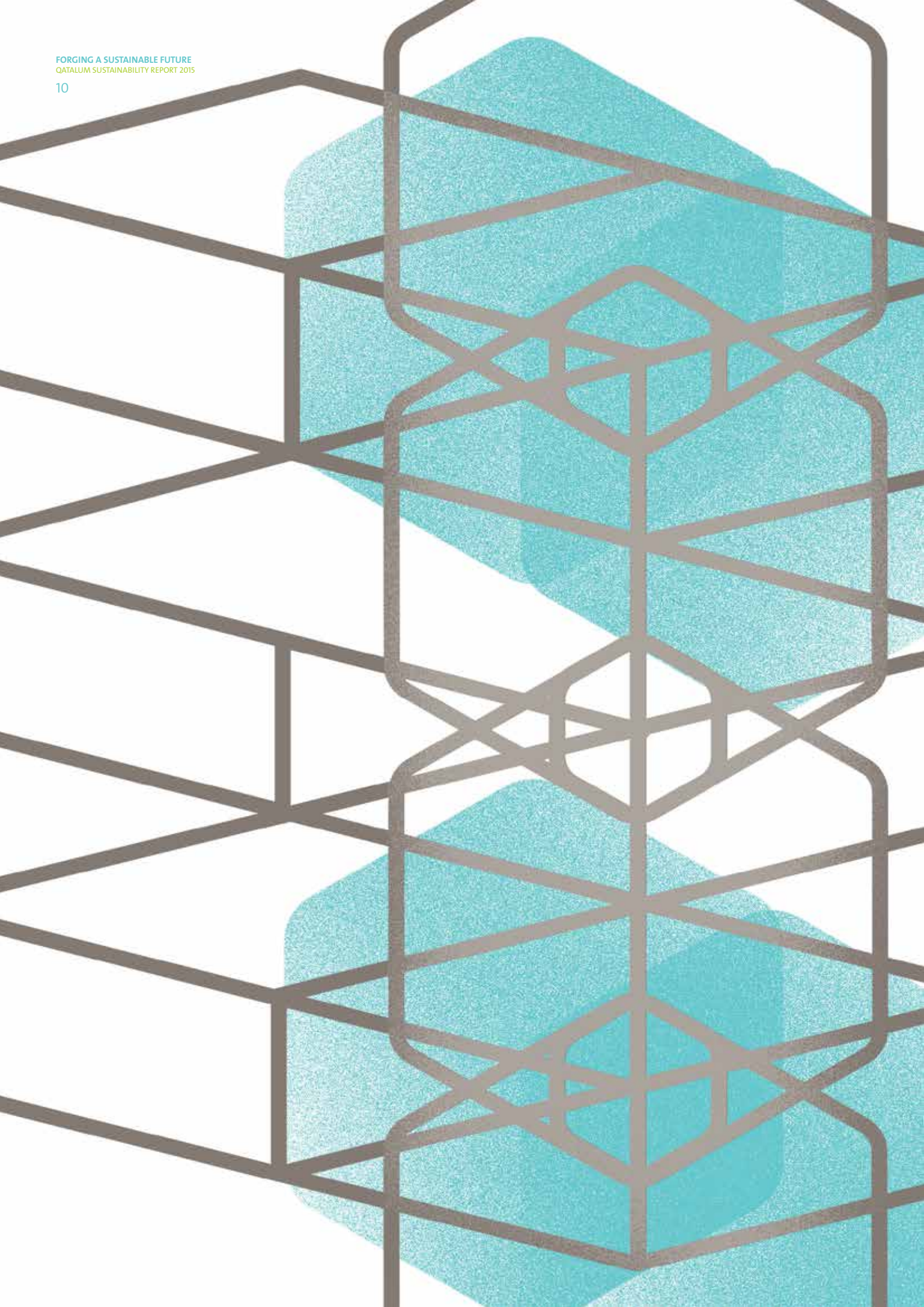
This report was produced for our stakeholders to learn more about our operational performance. It highlights our contribution towards the four pillars of the Qatar National Vision 2030: economic, social, human and environmental development. Since our establishment, Qatalum has set exceptionally high operational standards to ensure we are considered a primary Aluminium supplier in the global arena, while advancing in accordance with the principles of sustainable development. We act in the long-term interests of our shareholders, employees and society, driving profitable growth while maintaining our role as a responsible corporate citizen and good employer.

Qatalum maintains a strong environmental, social and corporate governance (ESG) foundation and continuously works to develop and improve within these areas. This is highlighted through the various initiatives and programs introduced by Qatalum to ensure good governance and efficient practice is interweaved in all our operations, from the smelting room to the boardroom.

Qatalum achieved a number of notable successes in 2015 that were significant to our goal of long-term sustainability. Sales in the Middle East increased notably, while Greenhouse Gas emissions and Energy transmissions declined. Additionally, Qatalum received ISO 14001 and OHSAS 18001 certification for all our production processes, an assurance that we effectively manage the immediate and long term impacts of our products, services and processes. Our joint success in economic growth and environmental preservation highlights that business can be efficiently conducted with an environmental and social conscious, and we have been effective in maintaining the equilibrium between these areas of concern.

Looking towards 2016, we aspire to build on these successes and continually strive to learn and grow while producing aluminium through sustainable measures. As Qatar develops into a prominent economic actor on the international stage, fuelled by economic diversification and market creation, Qatalum is privileged to be a driving force behind the country's economic transformation.

Abdul Rahman Ahmad Al Shaibi
Chairman of the Board of Directors



CEO'S MESSAGE

At Qatalum, we are honored to be contributing towards Qatar's accelerating development. Throughout the lifecycle of our operations, we aim to stimulate economic and social growth in Qatar, while managing the environmental and human impact of our presence.

As an aluminium smelter with an international presence, we are able to provide commercial and employment alternatives to the hydrocarbon sector in Qatar, fuelling domestic economy and generating growth in Qatar. To this end, Qatalum aims to maximize local procurement of services from local contractors, promoting the creation of a domestic downstream aluminium industry. We are also highly involved in working with Qatari nationals and strive to transfer knowledge and technological insights to build local capacity.

This year, Qatalum has focused on creating a culture of excellence, enhancing efficiency and reducing production costs throughout all levels of our organisation. This has been implemented through our three quality management frameworks, Qatalum Production System, Qatalum Improvement program and Qatalum Integrated Management System. The success of these programs was underlined in 2015 when we were voted the second most cost efficient smelter by the CRS. This was a notable improvement from 2014, having moved up two places.

Given the success of 2015 in economic growth, alongside social and environmental sustainability, we at Qatalum believe that our high standards for operational excellence can only be achieved when intertwined with sustainable practices. We look forward to the array of opportunities and possibilities 2016 has to offer and will continue to develop and improve in our operations and future sustainably. We remain whole-heartedly committed to our stakeholders and are inspired to maximize value for them, our people and the country.

Khalid Mohamed Laram
Chief Executive Officer

MANAGING EFFICIENCY

Qatalum is actively working towards shaping a future of industrial environmental sustainability and economic development. To integrate our sustainability driven ethos into the various sectors of our organization, we have implemented a number of systems and programs that guarantee production efficiency and cost reduction while maintaining the highest governance standards.

These include the Qatalum Production System, Qatalum Improvement Program and the Qatalum Integrated Management System.

To implement these programs effectively and to satisfy the requirements of our stakeholders, Qatalum aims to:

- Define customer satisfaction as the main criteria for the success of the quality management system.
- Ensure employees understand their role in the quality management system.
- Ensure commitment of senior management to create and environment for continual improvement.

QATALUM PRODUCTION SYSTEM (QPS)

The Qatalum Production System (QPS) is a platform designed to stimulate continuous growth and production through the implementation of a cohesive set of policies, tools and procedures that encourage our employees to reach their full potential and help Qatalum become a world-class aluminium company and preferred supplier of foundry alloys and extrusion ingots.





QATALUM PRODUCTION SYSTEM

Best practice principles, methodologies and tools that guide continuous improvement within Qatalum

- Qatalum principles and focus areas
- Tools
- Critical processes and critical work processes
- Procedures (SOP, OPL, C/L-Relations)
- Operational Control

The performance is improved by continuous improvement of

- Cost, Quality, Volume and HES

The Qatalum production system is valid for the entire Qatalum organization including operating units, support functions and management.

QPS has five principles governing its philosophy:

1. Standardized work processes
2. Defined customer supplier relations
3. Optimized flow
4. Dedicated teams
5. Visible leadership

The five principles ensure maximum efficiency through the division and enhancement of labor, reliable and trusted supplier relations, and constructive leadership. By integrating these factors across Qatalum's various sectors, we aim to stimulate continual operational improvement to create a consistently high quality aluminium product that ensures we are the preferred supplier of foundry alloys and extrusion ingots.

Our employees are one of our greatest assets for ensuring this standard for high quality, efficiency and precision. To realize these principles on a personal level, we provide our employees with training, facilitations and coaching. Each employee is also supplied with the QPS Toolbox - a small handbook detailing practical actions an employee can take to become more efficient while providing a higher quality of service.

HYDRO PRESIDENT AWARD

The success of QPS was highlighted this year by Qatalum's representation at the AMPS conference, Hydro's common platform for continuous improvement based on lean principles. Qatalum was presented the Hydro President Award, granted on the merit that the Qatalum Casthouse had reduced claims and complaints through a focus on continuous improvement in quality, resulting in high customer satisfaction.



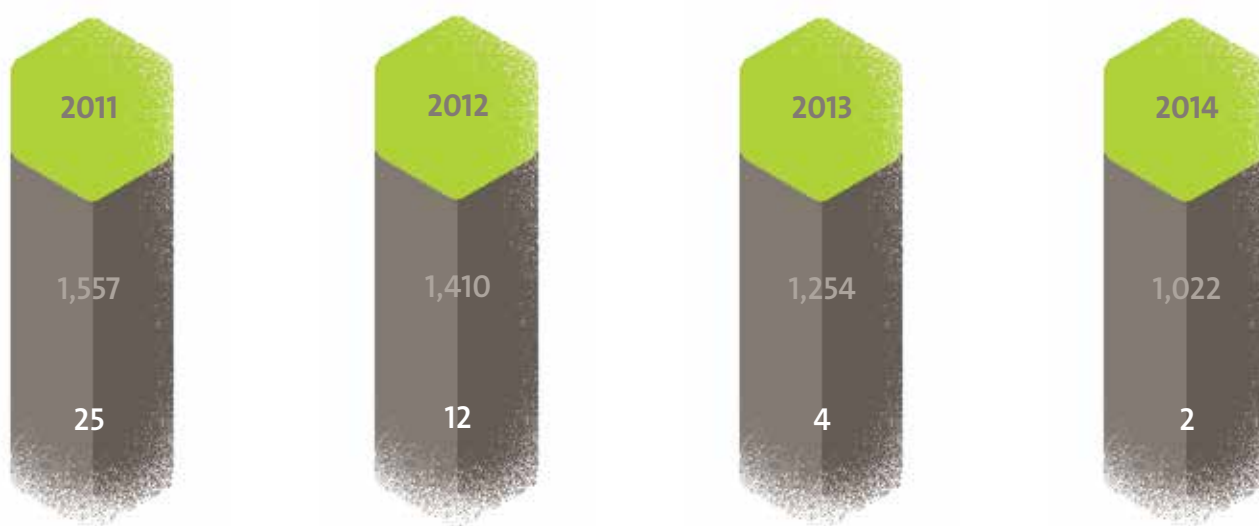
QATALUM IMPROVEMENT PROGRAM (QIP)

The Qatalum Improvement Program (QIP) was founded in 2013, designed to implement the QPS' principles throughout all levels of the organization, from core operations to support functions. QIP aims to create a conducive and employee friendly work environment while maximizing productivity, safety and quality and improving the cash cost of aluminium.

The five-year program has already yielded several promising results, with the 2015 year effectively continuing along the planned performance improvement path. Qatalum has surpassed a number of targets set out by QIP for 2015, a year that culminated in a 7.48 US\$/ton cash cost reduction against a target of 1.33USD/ton.

This can be attributed to a number of variables put in place to enhance efficiency and cost reduction, including the use of chemicals, maintenance improvements across the plant and the cheaper sourcing of various maintenance materials.

Following the success of 2015, Qatalum has now amassed a total of 136.04 USD/mt in savings since the inception of the QIP program in 2013. We are confident that our target of US\$150 cost reduction per ton will be achieved by 2017. These significant results enabled Qatalum to be ranked two on the CRU Aluminium Cost Curve, a globally recognized indicator of cost efficiency in aluminium production. We have improved our ranking by 2 places since 2014.



QATALUM INTEGRATED MANAGEMENT SYSTEM (QIMS)

The Qatalum Integrated Management System is a framework that administers health, safety and environmental quality (HSEQ) standards while promoting efficient production. It is based on the QPS and incorporates all of our international standards and certifications.

The year of 2015 was a notable one for QIMS, with Qatalum receiving ISO 14001 and OHSAS 18001 certification for all our production processes.

QATALUM PRODUCTION PROCESSES	ISO 9001:	ISO/TS 16949:	OHSAS 18001:	OHSAS 14001:
	2008	2009	2007	2004
PRODUCTION OF POWER (POWER GROUP)	P	NA	C	C
PRODUCTION OF ANODES (CARBON PLANT)	P	NA	C	C
PRODUCTION OF ALUMINIUM PRODUCTS (CASTHOUSE AND REDUCTION GROUP)	C	C	C	C

OHSAS 18001 is an occupational health and safety management system specification that confirms we have rigorous mechanisms in place to minimize risk to employees.

ISO 14001:2004 is an Environmental Management System (EMS) standard, which helps us develop and implement policies to lessen our short and long term environmental impact. It's an assurance that we minimize our environmental footprint and the risk of pollution incidents, implement operational improvements, comply with legislation and develop our business in a sustainable manner.

Having established an HSE management system that meets international standards and local legislation, we continue to ensure HSE performance improvement while striving to constantly better our environmental performance.

CORPORATE GOVERNANCE

Good governance is intrinsic to creating a sustainable and long lasting company. At Qatalum we aim to ensure effective corporate governance is interweaved into every level of the organization, from our directors to plant employees, to ensure we operate in the interest of our key stakeholder.

Board of Directors

The Board of Directors (BOD) is our highest governance body. The BOD is comprised of seven males and one female, with four appointed by each shareholder. Qatalum's management reports to the board, while three committees provide support and advisory services. Members of the BOD maintain independence and are comprised entirely of non-executive members. All members are employed by the joint venture partners or their subsidiaries.

The BOD is carefully selected to create a well-rounded body of knowledge, expertise and leadership that is required to effectively oversee Qatalum's operations. The board conducts an annual self-assessment, which measures adherence to Qatalum's principles and identified areas for improvement.

QATALUM BOARD OF DIRECTOR

MR. ABDUL RAHMAN AHMAD AL-SHAIBI

Chairman, Qatalum Board
of Directors (Independent)
Executive VP, Finance
and Planning at QP

MRS. HILDE MERETE AASHEIM

Vice-Chairman, Qatalum Board
of Directors (Independent)
Vice President at Hydro

MR. AHMAD HELAL AL MUHANNADI

Director, Qatalum Board
of Directors (Independent)
Chief Operations Officer
at Qatargas

MR. EINAR GLOMNES

Director, Qatalum Board
of Directors (Independent)
Hydro Head of Global Joint
Ventures – Primary Metal

MR. KHALID SULTAN R AL KUWARI

Director, Qatalum Board
of Directors (Independent)
Chief Marketing & Shipping
Officer at Rasgas

MR. TOM ROTJER

Director, Qatalum Board
of Directors (Independent)
Hydro Senior Vice President
Projects

MR. SAQAR ABDULLA AL - SHAHWANI

Director, Qatalum Board
of Directors (Independent)
Manager Operations,
QP- Bul Hanine

MR. ODD IVAR BILLER

Director, Qatalum Board
of Directors (Independent)
Senior Consultant at Hydro

BOARD OF DIRECTORS REMUNERATION (QAR)					
	2011	2012	2013	2014	2015
Chairman	120,000	120,000	120,000	240,000.00	240,000.00
Vice Chairman	100,000	100,000	100,000	200,000.00	200,000.00
Directors	80,000	80,000	80,000	160,000.00	160,000.00

BOARD OF DIRECTORS COMMITTEES		
COMMITTEE	MEMBERS	RESPONSIBILITIES
Board Audit Committee		Provides assistance with oversight of internal controls, risk management and governance processes
Finance and Commercial Committee		Provides advice on tender committee matters, financial performance and commercial issues
Insurance Advisory Committee		Provides oversight of insurance matters
Human Resources Committee		Ad-hoc committee that provides advice on specific human resources matters

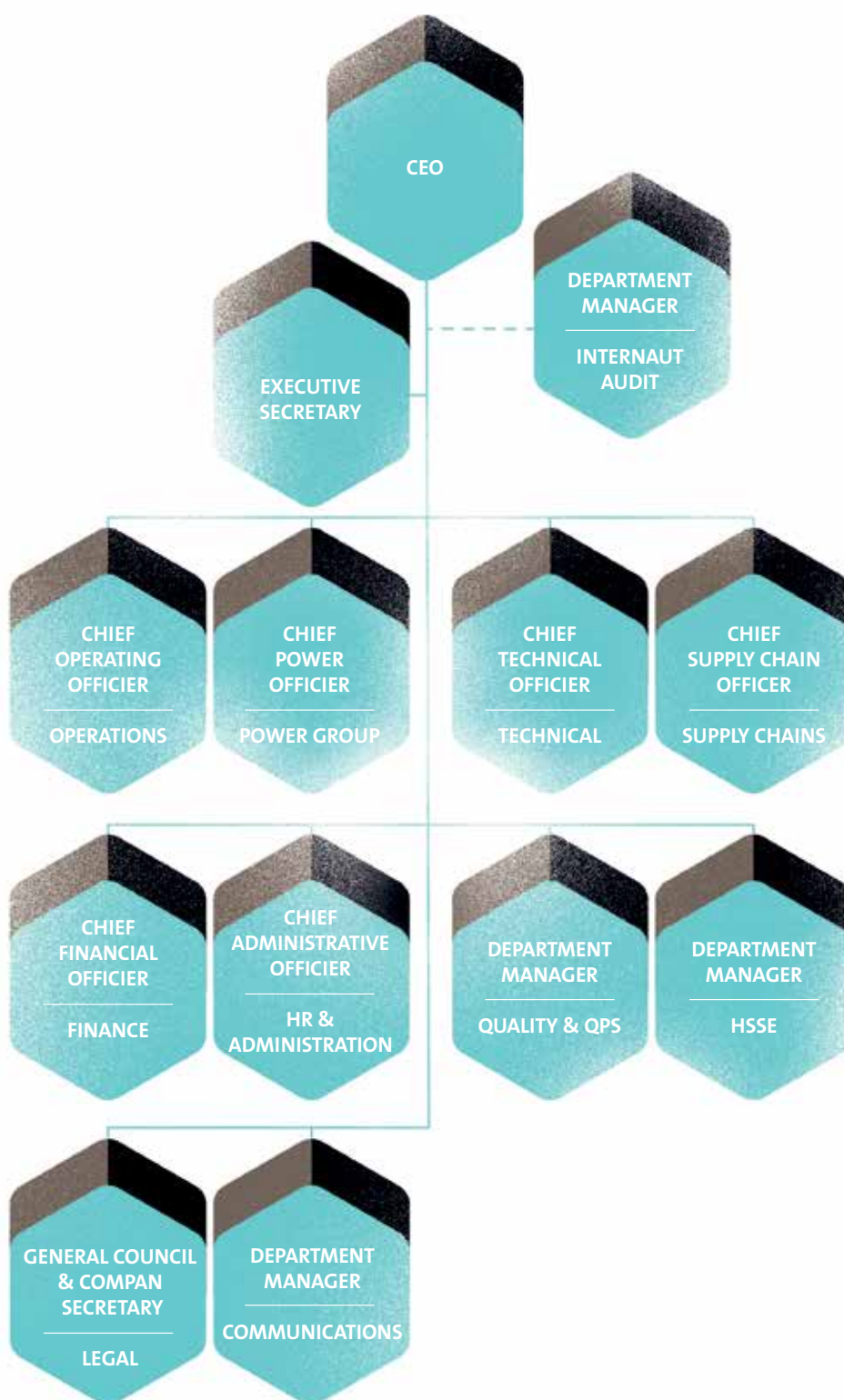
Governance Policies and Procedures

At Qatalum we have implemented a number of systems and procedures to guarantee transparency, accountability and ensure good governance in our organisation. CSR (Corporate Social Responsibility), Enterprise Risk Management and HSE (Health, Safety and Environment) are taken up as special topics on the board's Annual Agenda. Additionally, conflict of interest statements are completed annually and related party disclosures are made. We review these items at each of our quarterly meetings.

In 2015, our Fraud Policy was officially implemented. This is an expansion on previous efforts to address fraud and corruption, expanding on the code of conduct. Qatalum was also subject to CSR and HSE audit by Hydro in 2015. This guarantees that all CSR and HSE policies and procedures have been implemented correctly and verified our collected sustainability data. Also in 2015 the shareholders auditors conducted a full scope audit of different processes including operations. Qatalum has an internal audit function, as well, to assist in overseeing Qatalum's operations and assessing the implementation of internal controls.

Executive Structure

Executive management works collectively with the board committees to monitor strategic decision-making, day-to-day management and operational oversight. They are responsible for ensuring Qatalum is run in a timely, efficient manner, regularly reporting progress back to the board.



OUR SUSTAINABILITY APPROACH

At Qatalum, we believe that our company plays a big role in realising Qatar's National Vision 2030 through contributing to economic diversification and maintain high levels of economic growth, and develop the human capital of Qataris while nurturing a cohesive society and sustaining the environment for future generations.

Our major contribution to a sustainable future lies in our product, aluminium, which is a fundamentally sustainable metal. Lightweight, strong and infinitely recyclable, value-added aluminium products can lower energy costs and carbon emissions in dozens of applications. The wide range of societal uses of aluminium products provide the aluminium companies with great opportunities as well as huge challenges and responsibilities; with the right innovation in production, aluminium can be a major driver of global sustainability efforts.

Qatalum understands these challenges and opportunities, and is committed to meeting the demands of its customers in the most sustainable way possible. That's why we are focused on a process of constantly improving the way that we manage the sustainability of our business including wider impacts in the communities, environments and economies in which we operate.

Our aim continues to be on enhancing the energy efficiency of our operations and focus on waste management and how waste can be used to add value to recycling processes.

Managing Sustainability

Qatalum's sustainability team drives sustainability management within the organization, led by our Sustainability Coordinator. The team is comprised of 7 employees from Qatalum's main departments and are responsible for collecting and analysing Qatalum's sustainability performance, producing our annual sustainability report, and working on advancing the sustainability efforts in their departments.

Our priorities and progress are discussed during weekly meetings with representatives from all groups of the plant, ensuring that sustainability management is integrated in the fabrics of our daily operations. This includes the CEO and COO and involves their full participation.

Reporting on What Matter

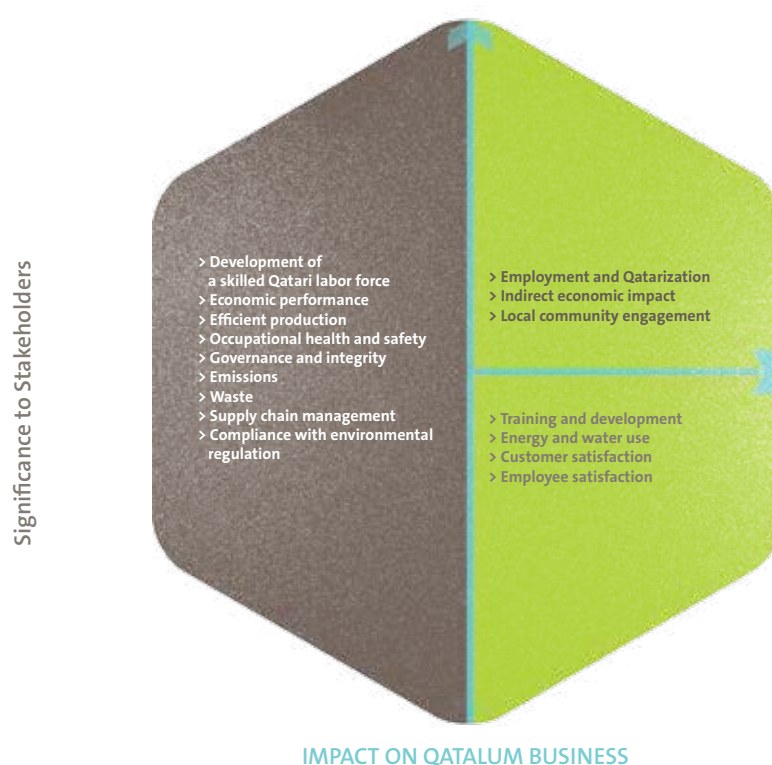
GRI G4-19 GRI G4-20 GRI G4-21

As part of our improved sustainability management program, we continued to analyze what we focus on through understanding of Qatalum stakeholders' most important issues. This process will enabled us to better understand the issues of highest potential impact on our organization and to get a perspective of the issues that are of highest significance for our stakeholders.

Qatalum uses a range of inputs when determining the most significant sustainability issues for the company to address. The materiality process takes into account:

- The needs and expectations of stakeholders
- The Hydro approach to sustainability, the Hydro Way
- The Qatar National Vision 2030 and National Development Strategy 2011-2016
- The Aluminium Stewardship Initiative

After identifying the key issues, Qatalum also performed an internal prioritization process with an external third party specialist. The Materiality Matrix shown below represents the outcome of this materiality assessment. We discuss our performance and initiatives across these issues area throughout our 2014 Sustainability Report.



Qatalum Sustainability Framework: Organizing Our Approach

Qatalum's sustainability framework reflects how we organize our approach to the management and reporting of material sustainability issues. The framework is structured around the three pillars of Product, People and Nation.

Considered both holistically and individually, these three pillars make for a compelling, and practical focal lens through which to view, and with which to enhance, Qatalum sustainability performance on all fronts.



OUR PRODUCTS

- ALUMINIUM: A SUSTAINABLE METAL
- PRODUCTION
- SALES
- ENVIRONMENTAL RESPONSIBILITY
- A SUSTAINABLE SUPPLY CHAIN

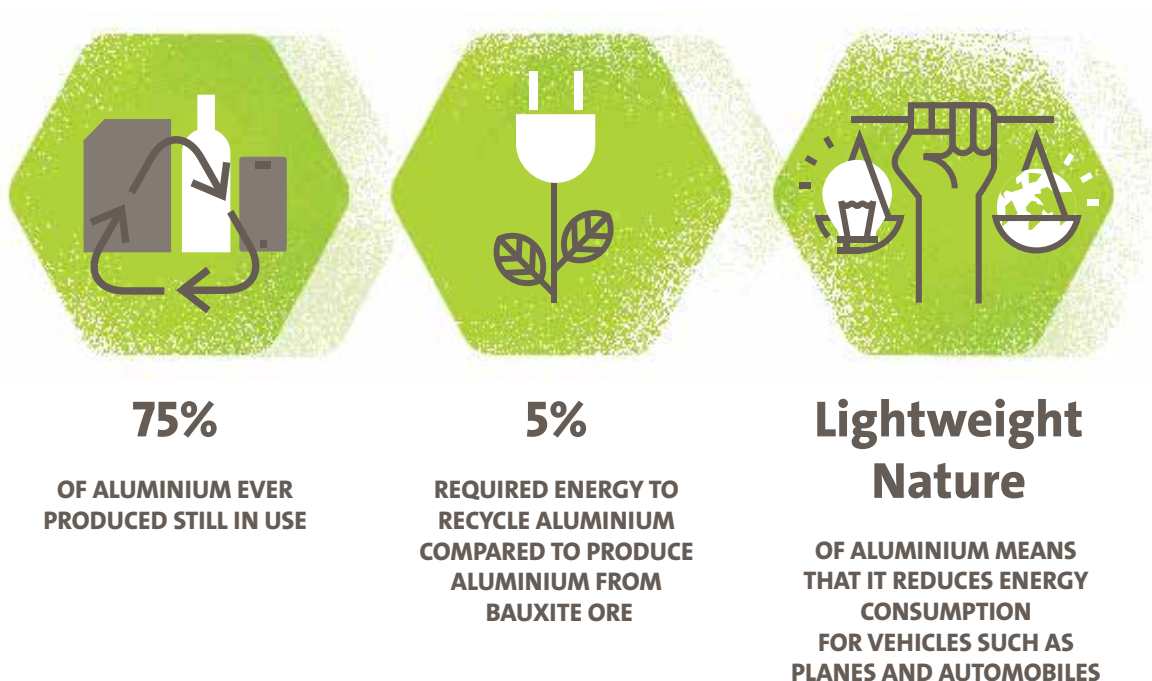
Lightweight, strong and infinitely recyclable, aluminium is an extraordinary metal that holds immense potential for creating a sustainable future. At Qatalum, we aim to produce aluminium as efficiently and responsibly as possible, maintaining exceedingly high standards throughout the supply chain.

SUSTAINABILITY MATERIAL ASPECTS

- Efficient Production
- Customer satisfaction
- Compliance with Environmental Laws
- Energy and Water use
- Emissions
- Waste
- Supply Chain Management

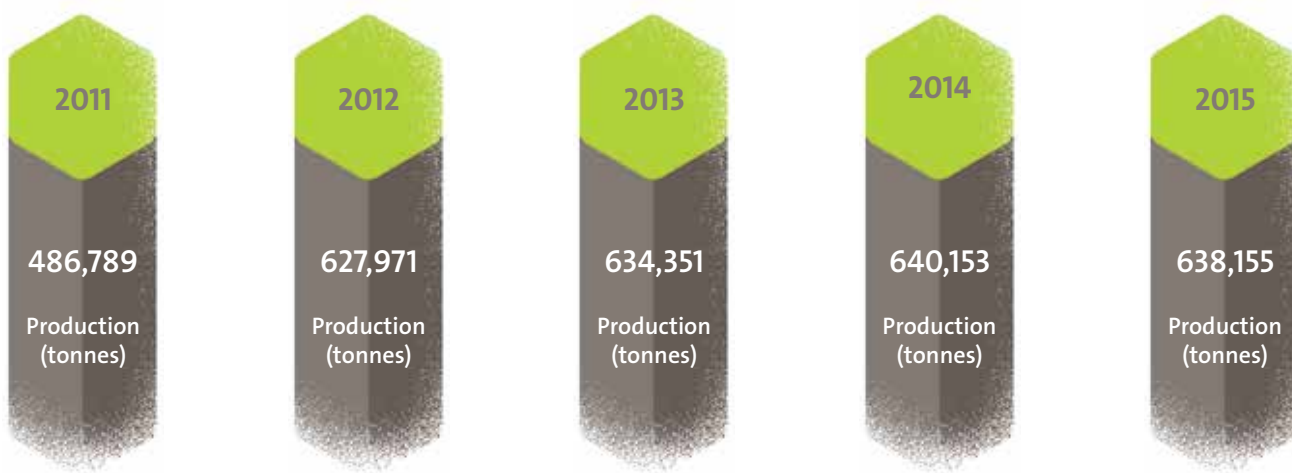
ALUMINIUM: A SUSTAINABLE METAL

Aluminium is a fundamentally sustainable metal, conducive to the conservation of energy and other natural resources. As an infinitely recyclable material, it loses none of its properties when it is reused or repurposed. It requires up to 95% less energy to recycle aluminium than to produce primary metal, avoiding corresponding emissions including greenhouse gases. The lightweight nature of Aluminium means that it reduces energy consumption for vehicles such as planes and automobiles and its strength makes the material long lasting and durable, resisting water corrosion, rust, extreme heat and cold and ultra violet radiation. Aluminium also has a wide range of uses, including in the automotive, aviation and construction sectors.



PRODUCTION

Qatalum primarily produces extrusion ingots and foundry alloys. Our on-site carbon and power plants ensure we have the carbon and energy readily available to combine with imported raw materials to produce primary aluminium that we then cast. Using first rate Hydro Technology, Qatalum generated a total of 638,155 tonnes of Aluminium in 2015.



Previous years have seen a steady increase in production output as a result of our intensive efforts to improve our efficiency. However, between 2014 and 2015 our production fell by 0.3%. This slight decrease can be attributed to the implementation of Qatalum's state-of-the-art Pot Relining project, which reduced the number of pots available for production. The project started in 2015 and will continue into 2016/17. Although this has temporarily hindered the rate of production, the modifications to the Qatalum plant will ensure Qatalum's production will run with smoother efficiency.

SALES

2015 saw a total of 1,375 million USD in sales for Qatalum. Most notably, sales in Qatar increased by 51.6% from the previous year. This can partly be attributed to developments made by our local customers, who have reached their full production potential. This increase in local sales is particularly significant as Qatalum receives 100% of domestic revenues, and the financial and environmental costs of delivery are greatly reduced. Our international sales are made through our co-owner Hydro, who deducts a fee for the use of their infrastructure.

Sales Per Region (Million USD)

	2011	2012	2013	2014	2015
Qatar	0	1	14	18	27.2
Middle East	80	87	125	92	124.7
Europe	20	4	9	41	32.0
Africa	29	39	40	35	29.6
N.America	155	322	224	231	193.1
C. America	6	20	44	28	30.3
S. America	0	0	0	0	0.2
Australia	0	21	79	64	48.1
Asia (Except the Middle East)	826	949	912	1,014	889.4
Total	1,116	1,443	1,447	1,523	1,375

Sales also increased within the broader Middle East region, from US\$92 million in 2014 to US\$124.7 million in 2015. This is a result of concerted efforts from Qatalum to focus on increasing sales and volume in the Middle East, due to higher profit margins. Alongside sales, volume in the region increased from 40,000 mt in 2014 to 58,000 mt in 2015. By allocating higher volumes to the Middle East, sales decreased in regions such as Asia, where there is lower netback.



ALUMINIUM SYMPOSIUM

Held on December 14th and co-hosted by Hydro, the symposium hosted a number of key members of the industry, education sector and several postgraduate students. Discussion focused on the growth of Aluminium and promoted the strengthening of collaborative bonds in the industry.



ANNUAL ALUMINIUM SYMPOSIUM 2015

December 14th 2015
Intercontinental Hotel - West Bay, Doha, Qatar
8:00 am – 2:00 pm

FREE REGISTRATION

Qatalum, Hydro and Qatar University have joined hands to support developing competence in aluminium production, application and research in Qatar.

Witness an exciting day of discourse on aluminium - The Engine for Growth in The Region. The evergreen metal is extensively used in aviation industries and is making great strides in the auto industries, while the marine sector is the new frontier for this super metal.

We have lined up an array of internationally renowned experts from industries such as Wicona, Qatalum, Hydro, Taha International Corp. and from academia: Qatar University and research organization such as CAM to give stimulating presentations in this Aluminium Symposium.

Who should attend:

- Managers and technical expertise of aluminium industries
- Expertise of environment and industries
- Investors in aluminium downstream industries
- University faculty, researchers and students

Sponsored by



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ENVIRONMENTAL RESPONSIBILITY

Qatalum facilities are designed to meet the highest environmental standard and we are constantly working towards upholding our environmental integrity and improving efficiency. This year, our HSE management system received ISO 14001 certification, underlining our efforts to minimize our short and long term environmental impact.

Energy and Climate Change

We work tirelessly to improve environmental efficiency; by reducing the energy and emissions associated with each tonne of aluminium produced. Since our establishment, we have relied on independent external experts to contribute knowledge and experience to help us ensure efficiency, reduce waste and lower air emissions.

We are a founding member of the Qatar Green Building Council and have invested in a Zero Energy and Emission Building Lab. The lab researches how aluminium can help to create energy, emission and carbon neutral buildings in the Middle East.

Energy Management

Qatalum consumes direct energy in the form of natural gas, diesel and gasoline. Indirect energy is consumed when we utilized electricity from the national grid. Direct energy consumption is dominated by the natural gas required to run our onsite power plant, with a smaller amount of natural gas also used in the smelter. In 2015, total energy consumption increased by 1.2% due to a 2.2% increase in natural gas consumed in the power plant.

This is a result of the relining of Spentpots project, which resulted in the removal of pots from service. Pots that were relined required electricity for two to three days in order to heat up and start production. Following this process, production over the next two to three weeks required increased energy consumption. The project is ongoing and, until the potlines have all been through the relining process, energy consumption is expected to increase while metal production remains the same. However, the project is laying the foundations for higher levels of efficiency and production capacity in the future and once the relining is complete, energy consumption will reduce per Mt.

Total Direct Energy Consumption

	2011	2012	2013	2014	2015
Natural gas consumed in the power plant (MMBTU)	58,868,139	69,014,275	66,104,562	64,830,211	65,989,350
Natural gas consumed in the smelter (MMBTU)	1,250,000	1,460,000	1,174,112	1,320,576	1,317,585
Total natural gas consumed (MMBTU)	60,118,139	70,474,275	67,278,674	66,150,787	67,553,921
Diesel Consumed by (Liters)	n/a	4,283,991	4,019,864	3,631,685	3,613,262
Total Direct Energy Consumption – Gigajoules	25,300,808	29,322,066	32,611,123	31,742,893	32,847,372

In 2015 we experienced a 20-day Steam Turbine outage. Over this period we chose to draw electricity from the national grid, run by Kahramaa. Using a mathematical model, we established that this was a more cost efficient and environmentally friendly option than using Qatalum's internal power generator. However, Qatalum does not import electricity from Kahramaa on a frequent basis and this instance was an expectation.

Indirect Energy Consumption

	2011	2012	2013	2014	2015
Electricity from Kahramaa (MWh)	66,861	1,120	2,433	258,858	76,741
Total indirect energy consumption (GJ)	240,703	4,032,461	8,762	931,892	276,268

Greenhouse Gases

The majority of our GHG emissions are generated from direct energy consumption, which increased by 1.7% in 2015. However, Qatalum's total GHG emissions decreased by 1.6%. This can be attributed to the efficient nature of our international generation plants. Based on natural gas, it is one of the cleanest energy sources. The decrease is also linked to a 70% drop in indirect GHG emissions, due to the reduction in energy imported from Kahramaa.

Total GHG Emissions (metric tonnes of CO₂ equivalent)

	2011	2012	2013	2014	2015
Total direct GHG emissions	4,569,997	4,801,041	4,604,651	4,570,937	4,648,939
Total indirect GHG emissions	57,677	965,550	1,984	223,301	66,199
Total GHG emissions	4,627,674	5,766,591	4,606,635	4,794,238	4,715,138

Even with increased total direct energy consumption, our GHG emissions intensity per tonne of production have witnessed an improvement in 2015, reaching 7.37 tonnes CO₂-eq/tonne of production. This 1.3% reduction came as a result of Qatalum continuous efforts and commitment to efficiency.

GHG Intensity (tonnes CO₂-eq/tonne of production)

	2011	2012	2013	2014	2015
Total direct GHG emissions (metric tons of CO ₂ equivalent)	9.51	9.18	7.26	7.49	7.39

Air Emissions

Qatalum's aluminium production primarily generates air emissions in the form of gaseous hydrogen fluoride and perfluorocarbons (PFCs), alongside Sulfur oxide (SOx) and nitrogen oxide (NOx). We work to minimize these air emissions through the use of Fume treatment plants and advanced technology such as low NOx burners. In 2015, nitrogen oxide emissions decreased by 5.2%. However, the sulfur oxide emissions increased by 15% due to measurement variations on stack emissions concentration.

Other Significant Air Emissions

	2011	2012	2013	2014	2015
SOx (tons)	303	1,300	670	1,126	1,296
NOx (tons)	2,004	1,500	1,621	1,572	1,490
Total fluorides (kg/mt Al)	0.10	0.13	0.17	0.17	0.19
PFC (both potlines) (kg PFC emitted/mt Al)	0.22	0.03	0.03	0.02	0.04

Water Management

Effective water management in the Gulf is essential given the operational and financial implications of water scarcity in the region. At Qatalum, we have been working to improve our water management through the implementation of various techniques designed to reduce water consumption and water discharge. We have a water management system that helps us increase the efficiency of water use by reusing cooling water from the power station for fume scrubbing, reusing treated wastewater for irrigation and using wastewater for fume cooling in the fume treatment centers and anode cooling in the paste plant.

Total Water Consumption (m³)

	2011	2012	2013	2014	2015
Fresh water used (from purchased) - m ³	570,178	434,903	398,770	424,151	547,225

In 2015, despite a decrease in production, our fresh water use increased by 29%. This was due to the following department tie in to the Kahramaa water consumption, which intensified water demand in 2015:

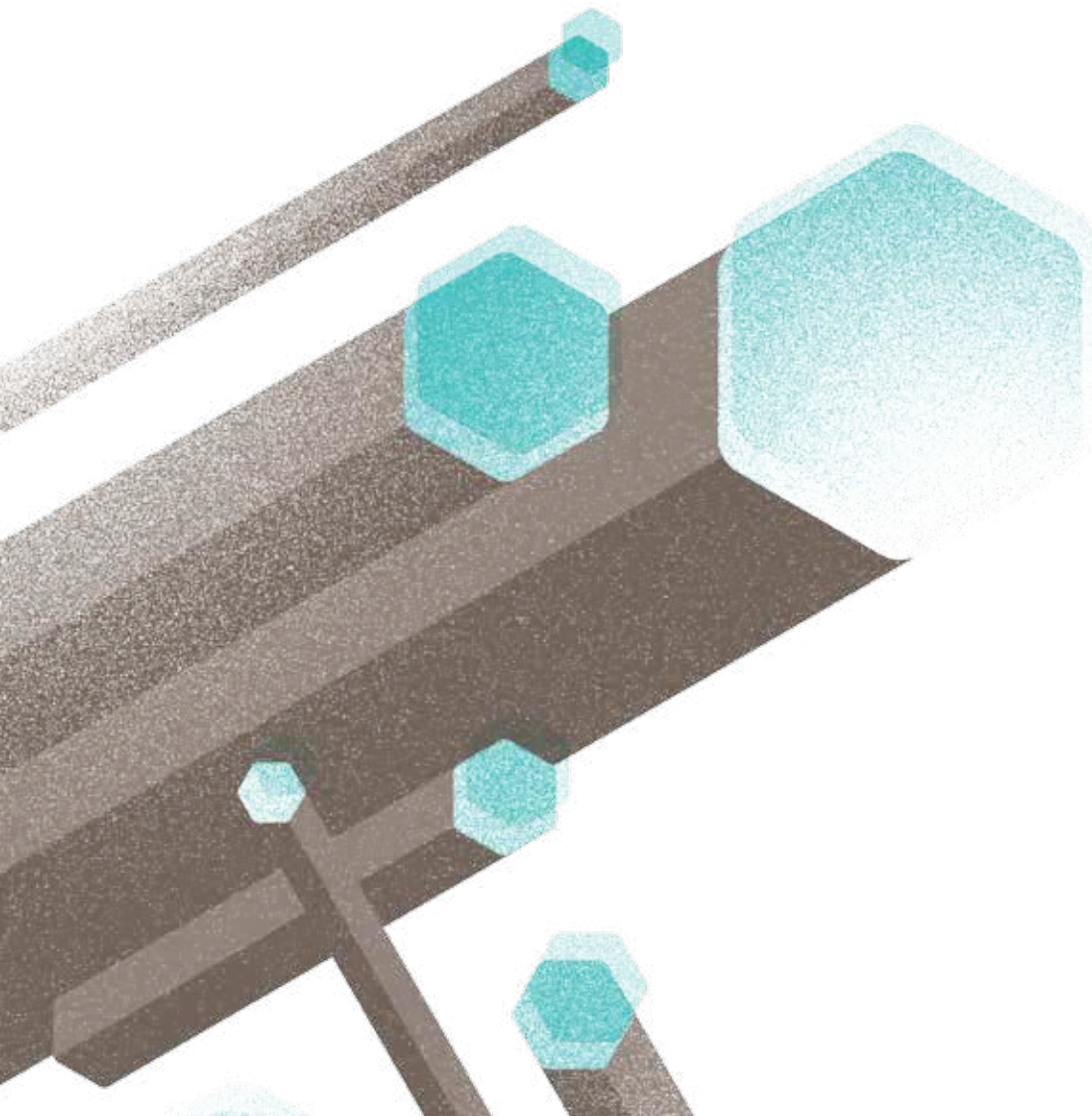
- Relining facility
(i.e. process water line, firewater line, and potable water line.)
- The new training center fire water facility
- Blue building or MCS building
(firewater and process water connection)
- Plant infrastructure
- The tent warehouse firewater connection.

Aside from non-contact cooling water, which is cooled and returned to the sea, Qatalum discharges zero wastewater to the sea.

Freshwater Discharge & Recycling (Excluding Seawater) in m³

	2012	2013	2014	2015
Wastewater disposed (excluding recycled)	19,809	17,115	21,357	16,727
Wastewater recycled	179,106	170,080	136,625	152,395
Total wastewater (disposed+ recycled)	198,913	187,195	157,982	169,122

Note 1: We have revised our presentation of Water Consumption from the previous report. The current representation gives a more accurate view of our operations. 2012 was the first year of full-scale production. Non-saline wastewater is not discharged to sea. Sewage is sent to Sewage treatment Plants (STPs) that use Treated sewage effluent (TSE) for irrigation.



Waste Management

Qatalum is constantly working towards maintaining product lifecycles through greater recycling and reuse. We believe business efficiency and environmental management are closely interlinked and efficient waste management is necessary to improve the environment, generate savings and foster economic growth. With this in mind, Qatalum has introduced a number of waste management initiatives and is constantly working to improve efficiency in this sector.

Total Waste Disposal (Tonnes)

	2011	2012	2013	2014	2015
Total waste generated – disposed and recycled	5,388	14,401	17,583	19,187	36,683
Total waste disposed	4847	6,290	7,784	9,388	14,709
Total waste recycled	541	8,111	8,254	9,799	21,974

2015 has witnessed an increase in our waste generated, around 91% increase compared to 2014. This was attributed to our pot relining project. However, around 60% of that generated waste have been successfully recycled.

In 2015 we made notable progress in the recycling of Spent Potlinings (SPL) first cut waste. SPL is our most significant waste product, a term used to describe the electrolytic cells in which aluminium is extracted from alumina (Aluminium Oxide). The lining of these cells is considered a hazardous waste and must be replaced when it becomes saturated with the substances generated during the smelting process. Building on our 2014 initiative, the first cut contained three types of waste that were sold to Qatar Steel to be used as fuel:

- Silicon Carbine
- SPL Steel
- Cathode blocks

This has a number of environmental and financial advantages. SPL is no longer disposed of in a landfill, avoiding negative environmental implication. Qatalum saves money on disposal costs and makes money through the sale of waste. Qatalum also saves money as the waste acts as a replacement for more expensive alternatives. Qatalum generates scape steel that is sold to Qatar steel, as well as plastic, paper and oil.

To further diminish the environmental harm of landfill use, Qatalum has stopped disposing of second cut SPL in landfills. Currently, we are working towards establishing a more effective means for the removal of these materials. Recently, we established an agreement with a third-party company to take our batteries and recycle them and we continue to recycle wood that comes out of our facilities by a third party contractor. Furthermore, in 2015 Qatalum improve the process for recycling plastic and paper by delivering them directly to the contractor.

As we continue to work and improve our waste management system, Qatalum aims to have increased recycling by 30%.

As we continue to work and improve our waste management system, Qatalum aims to have increased recycling by 30%.

Dross Recycling

Dross is a by-product of the aluminium production process. It refers to the oxidation on the surface of liquid aluminium prior to casting. Both the generation of dross and the recovery of metal from the dross have major financial and environmental implications.

Reducing the amount of dross by 0.1% points generates a saving of 750,000 USD per year, due to the reduction in handling and processing of the dross. Recovering an extra 1% points of metal from the dross provides revenue of 100,000 USD per year.

Dross recycling locally and the associated metal recovery is on the top our agenda at Qatalum. Several proposals to do this have been under evaluation during 2015. We aim to make the process of dross recycling and metal recovery a high efficient one that can be done here at home. This would indeed increase the returns, decrease cost, and improve the environmental friendliness of our operation. Our main objective from whatever technology we use is to increase metal recovery and minimize waste.

In 2015, Qatalum has continued the positive trend in reducing dross (-2%) and increasing the recovery of metal from dross (+6%).

Qatalum's target for 2016 is to reduce dross with 0.1% points and increase the recovery of metal by 2% points.

Oil Spills

Qatalum takes great efforts to mitigate the risk of oil spills. We have implemented a spill control procedure, contracted a spill clean-up company and conducted mock drills. Aside from an oil spill in 2014, we have never had any oil spills and 2015 was a successful continuation of this record.

Spills

	2011	2012	2013	2014	2015
Number of Significant oil spills (> one barrel)	0	0	0	1	0
Volume of spills (Liters)	0	0	0	450	0

A Sustainable Supply Chain

Qatalum imports a range of raw materials that are combined with Qatar's energy resources to produce aluminium. Almost all our raw materials are sourced through our part owner Hydro. Hydro is recognized globally for its sustainability performance and holds its supply chain business partners to a supplier code of conduct, based upon internationally accepted and advocated principles for compliant business practices. This includes business practices, human rights and working conditions and the environment, and is used to ensure that business relations are formed on an ethical and sustainable foundation.

Alloys are one of the main raw materials that are not procured from Hydro. These are mostly imported from China but the alloy suppliers are vetted by the same principles and procedures of Hydro to ensure they are compliant with our environmental and social standards.

Raw Materials Sourcing Per Region (Million USD)

	2013	2014	2015
Middle East	42.30	38.30	37.0
Europe	22.40	20.50	9.3
N. America	39.60	28.20	38.0
S. America	64.70	100.00	183.7
Australia	242.20	200.00	89.1
Asia (Except the Middle East)	80.60	69.60	75.3

A Year of Enforcement

2015 was a significant year for the sustainable supply chain, with the CSR screening of contractors officially enforced. A noteworthy example of this was when Qatalum realized contractors often brought their own food into the facility. This raised several concerns, including:

- **Occupational health:** Employees may not store the food properly, increasing the risk of food poisoning.
- **Nutrition:** The type of food brought in may not provide enough nutritional value.

In response to this, the procurement department ensured contractors purchased food from the company cafeteria, at subsidized prices, to guarantee the food provided to their employees was up to health and nutrition standards. The arrangement also saved man-hours by keeping the contractors on site, benefiting Qatalum and the contractors.

Qatalum ensures that all companies in its supply chain adhere to the Universal Declaration of Human Rights. Contractors are subject to pre and post contract audits and are required to meet the following criteria:

- Providing acceptable housing to employees
- Providing a minimum monthly wage
- Providing timely monthly salary payments.
- Paid leave and free access to or an allowance for food and transportation

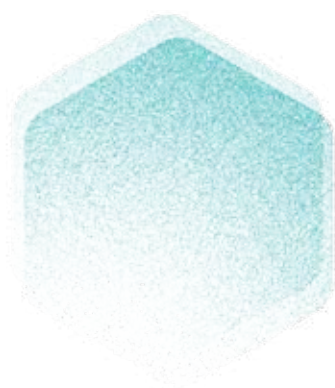
If companies bidding for contracts score zero on any of these issues, they are immediately disqualified from the bidding process and a number of bidders have been eliminated on this basis. In addition to the CSR audit that Hydro conducts for Qatalum, Qatalum also conducts housing audits to review contractor's housing conditions.

Supplier Assessment

	2011	2012	2013	2014	2015
a. Report the number of suppliers subject to assessments for impacts on society.	N/A	N/A	21	28	31
b. Report the number of suppliers identified as having significant actual and potential negative impacts on society.	N/A	N/A	4	11	4
c. Report the significant actual and potential negative impacts on society identified in the supply chain.	N/A	N/A	3	2	1
d. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which improvements were agreed upon as a result of assessment.	N/A	N/A	14%	18%	50%
e. Report the percentage of suppliers identified as having significant actual and potential negative impacts on society with which relationships were terminated as a result of assessment, and why.	N/A	N/A	0	0	0

Procurement Contributing to Cost Efficiency

One of the main improvements in Qatalum's Procurement Department has been the optimization of costs and reduction costs of purchasing. Prior to 2013, there was minimal negotiation with suppliers over price. In response, a complete negotiation strategy was formulated to ensure that Qatalum pays a fair and reasonable price to its suppliers. In 2015, external negotiation training was conducted for five to seven procurement members. The course was also attended by more than 40 employees, providing insight on the basis for negotiation. This has generated positive results, with purchasing saving USD 6 million in cost optimization over the last two years.



OUR PEOPLE

- **WORKFORCE PROFILE**
- **MAINTAINING A SAFE
AND HEALTHY WORK ENVIRONMENT**
- **EMPLOYEE ATTRACTION, DEVELOPMENT
AND RETENTION**

At Qatalum, our people are our most important resource and we strive to create a safe and healthy working environment along with fair and competitive remuneration. We are also committed to establishing a highly skilled workforce, investing considerable time and resources into training, developing and engaging our employees.

SUSTAINABILITY MATERIAL ASPECTS

- Training and Development
- Employee Satisfaction

WORKFORCE PROFILE

At Qatalum, we see our employees as the primary engine for our success. In 2015, Qatalum's total workforce made up 1,300 full time workers from 40 different nationalities. Our employees originate from an array of backgrounds, each bringing unique qualities to the company and helping create a versatile workforce with an extensive set of skills and insight.

Supplier Assessment

	2011	2012	2013	2014	2015
	1,224	1,249	1,253	1,253	1,314

Employment by Level

	2011	2012	2013	2014	2015
Senior Management	—	10	11	9	9
Middle Management	—	39	36	36	36
Staff	—	1,200	1,206	1,208	1,269

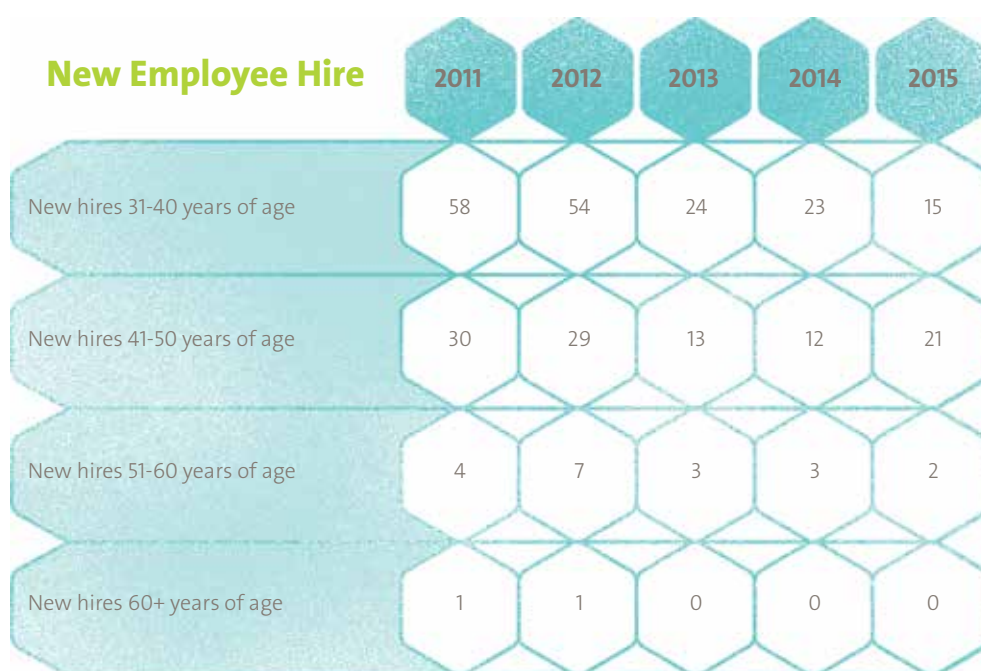
Total Number of Workforce by Age Group

	2011	2012	2013	2014	2015
18 - 30	179	198	189	180	162
31 - 40	553	528	493	505	423
41 - 50	386	414	444	444	512
51 - 60	99	105	123	119	212
60+	7	4	4	4	5

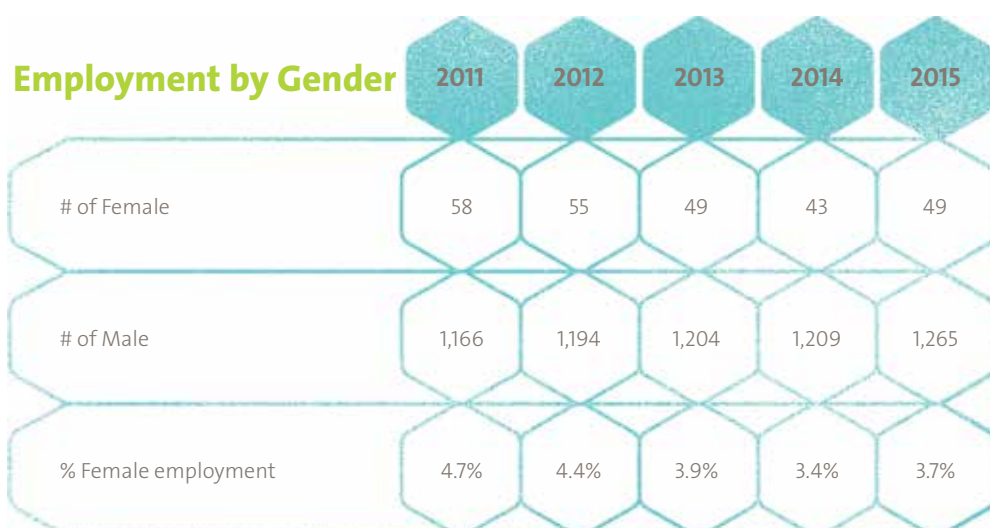
In 2015, we added a total of 72 employees to our workforce, furthering our goal to develop our employee skill-set and meet the needs our strategic expansion.

New Employee Hire

	2011	2012	2013	2014	2015
Number of new employee hires - Total	129	149	78	76	72
Number of Qatari new hires	4	28	12	11	19
# of Female new hires	12	14	9	1	5
# of Male new hires	117	135	69	75	67
New hires 18-30 years of age	36	58	38	38	34



Qatalum is dedicated to creating an equal environment for our female workforce and offers opportunities for women to work and develop in our company. Women comprised only 3.7% of our workforce in 2015, a relatively low figure that reflects the nature of our operations. However, this figure is growing steadily, and has increased by 14% over the previous year.



MAINTAINING A SAFE AND HEALTHY WORK ENVIRONMENT

Health and safety for our employees and contractors is a top priority. Considering the potentially risky nature of work at Qatalum, with many of our staff operating heavy machinery, we take extensive measures to ensure safety procedures are an integrated part of our daily operations. Through this, we aim to create a safe and satisfactory working environment while improving our operational excellence.

HSE also always been at the forefront of Qatalum's operations and since our founding we have developed a solid HSE platform and launched numerous initiatives to promote occupational health and safety.



We constantly encourage employee and contractor safety in the workplace through a combination of awareness campaigns, training, safety manuals and guides and the implementation of HSE software systems and workplace processes. Our HSE policy includes:

- Operating under safe, healthy and environmentally acceptable working conditions.
- Continually improving our HSE measures by setting and implementing appropriate objectives and targets.
- Complying with applicable Qatari legal requirements and other standards adopted by the company.
- Ensuring a strong HSE awareness among our employees and contractors.

In 2015, Qatalum successfully certified all its production processes with OHSAS 18001:2007. This acts as an assurance that our occupational health and safety practices, put in place to minimize employee risk, are in line with international standards.



HSE Training and Engagement

At Qatalum, we understand that the value of HSE practice lies in the HSE awareness and behaviour of each of our individual employees. To promote health and safety at ground level, we use two on-the-spot handbooks: The Leaders HSE Observations booklet and the Pre Start Task Analysis booklet. The former is a mobile, versatile assessment tool that allows staff to judge if a situation is being conducted in line with best practice. The latter helps staff determine when it is safe to process with a task and what to do if it is not.

We also conducted a number of internal training sessions to reinforce safety procedures relevant to staff responsibilities and develop a disciplined and constructive control environment. Occurring on an annual basis, the training helps prevent personal and industrial scale accidents while eliminating or reducing any associated costs.

The HSE training has been provided to cover both theory and practical implementation. For example, Qatalum have provided HSE trainings that covered the following areas in 2015:

- Confined space
- Working at heights
- First aid and AED
- Permit issuer

The positive results of our training have been highlighted by a notable improvement in safety awareness among our employees, as confirmed by an increase in observations on an annual basis. Additionally, we continue to see the successful induction of new contractors into our daily operations.

Internal HSE Training in 2015

	2014	2015
Number of training courses offered	73	68
Number of staff who attended training courses	555	945
Total man hours spent in training courses	448	16,178
Amount of money saved as a result of training (QAR)	621,800	172,450

HSE DELEGATES

One of the ways in which Qatalum integrated HSE knowledge into our workforce is through 'HSE Delegates.' These are employees who volunteer to act as a liaison between floor level staff and management and attend weekly meetings to discuss any HSE issues within their unit. Their main roles include:

- Communicate HSE issues to line management
- Support HSE awareness campaigns
- Facilitate team-based safety programs
- Participate in Qatalum's quarterly Safety Meetings to discuss HSE issues with senior management.

The HSE Delegation system is incorporated into every department at Qatalum and in 2015, 15% of our entire workforce was represented in the Joint Safety Meetings

HSE System

In 2015, Qatalum implemented HSE software system, Synergi Life, an incident management Module designed to report on incidents, near misses and observations of hazardous acts and conditions. It also monitors the time required to report an incident and tracks subsequent responses and investigation recommendations. Previously, Qatalum had separate templates that were time consuming, decentralized and difficult to track on a real-time manner. The implementation of Synergi Life has helped create a more efficient HSE system that ensures a safer working environment.

OUR 2020 SAFETY GOALS:

- Reportable injury rate of less than 0.26%.
- No fatalities or permanent disability.
- Assessed Risks reviewed every 2 years.
- 100 % completion of CAPA.

LIFE SAVING RULES CAMPAIGN AT QATALUM

Qatalum conducted a campaign of Life Saving Rules of Qatalum. Those rules have been implemented to ensure hazardous situations are avoided and our workers remain safe. They cover issues such as:

- Hazardous energy control.
- General work permits.
- Working at heights.
- Traffic and pedestrian safety.

Occupational Safety

Qatalum continues to have zero fatalities in the workplace however the reportable injury rate and lost time rate in 2015 has increased when compared to 2014. The reported injuries all originated from the Carbon Department and were deemed minor. After implementing a root-cause analysis, it was determined that injuries were an outcome of misconduct among employees. The increased lost time injury rate can also be attributed to reduced man-hours in 2015.

Employee Safety	2011	2012	2013	2014	2015
Fatalities	0	0	0	0	0
Reportable injury rate (per million work hours)	2.37	1.29	1.66	0.73	1.12
Lost time injury rate (per million work hours)	0.47	0.43	0.41	0.36	0.74

“HAND AND FINGER INJURY CAMPAIGN”

Two of the reported injuries in 2015 were attributed to finger injuries. In response to this, Qatalum created a campaign “Hand and Finger Injury Campaign”. This campaign included the following:

- Understand risk and hazards
- Avoid finger injuries
- Protection using equipment correctly.

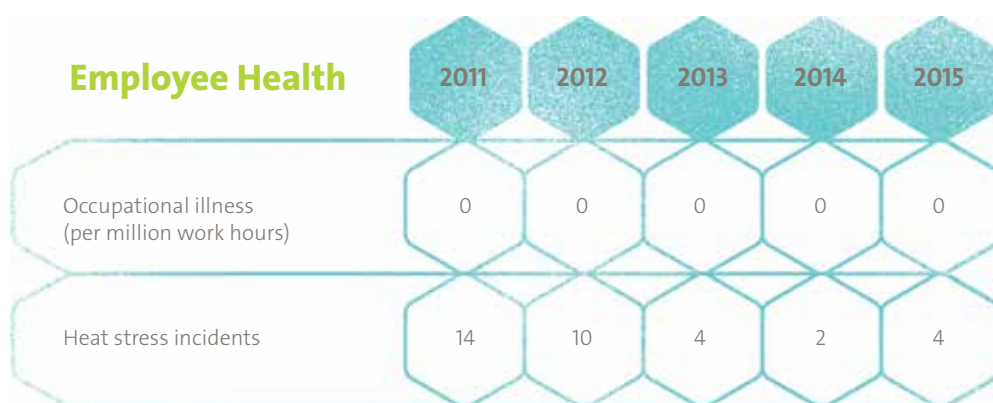
The campaign followed this concept of awareness: Prepare -> Recognize -> Equip Yourself.

Qatalum Annual Excellence Award for HSE Category

In 2014, the Qatalum Annual Excellence Award was awarded to the Case House in Qatalum, following a major incident that caused permanent disability. Root cause analysis showed the cause was a lack of machine guarding, in which barriers are put in place to prevent employees of entering dangerous areas. In 2015, Cast house conducted a full review of all potential failures for machine guarding and fixed five operational lines.

Occupational Health

Qatalum is continuously working to ensure we have a fit and healthy workforce. This is particularly significant given harsh working environment in Qatar, which include high levels of dust and heat. We recorded zero occupational illnesses in 2015, but there was an increase in heat stress incidents, which totalled four. All employees were administered first aid treatment and no medical attention was required.



In 2015, the main challenges we faced in monitoring occupation health were:

- Coal Tar Pitch Volatiles exposure in Carbon group
- Noise induced Hearing loss
- Obesity & High Blood pressure
- Ergonomic Health issues on the rise
- Occupational Health Risk Assessment for Health hazards

Qatalum works continuously to address these issues and by 2020 we aim to have reduced occupational illness by 5%.

To help achieve this, we introduced various health initiatives. 2015 saw the launch of Qatalum Sports League, which was held during Qatar's National Sports Day and featured games such as basketball, football, cricket and tennis. On National Sports Day, the Occupational Health section also conducted Heart Awareness Month. This involved the provision of medical check-ups on blood sugar, blood pressure and cholesterol.

We also introduced the 'Sport and Stop' Awareness campaign, aim as encouraging employees to 'spot' any unsafe acts or conditions and high potential near misses. No matter what the scenario, we laid emphasis on the importance of stopping actions when faced with prospective risk.

Contractor Health and Safety

In 2015, the total reportable injury rate among contractors dropped by 65% and lost time injury rate dropped by 60%. There were zero fatalities injuries. This represents a significant decrease over contractor performance in 2014 and underlines the continuous efforts Qatalum makes to ensure a safe working environment and efficient production.

Contractor Safety	2011	2012	2013	2014	2015
Fatalities	0	0	0	0	0
Reportable injury rate (per million work hours)	0.98	1.97	0.52	1.71	0.59
Lost time injury rate (per million work hours)	0.28	1.18	0.35	1.49	0.59

HEAT STRESS AWARENESS CAMPAIGN

In May 2015, Qatalum launched the Heat Stress Awareness Campaign to familiarize employees with Qatalum's heat stress protocols and procedures. The campaign focuses on the individual's role in combating heat stress and promoting zero heat stress related cases, with the aim to decrease the number of heat related events.

Contractors' HSE Forum

The HSE Contractor's Forum was established to facilitate discussion between our contractors and senior management about current HSE performance, requirement, issues and challenges. Held quarterly, the forum keeps HSE on the agenda at the highest levels and ensures focus on safety is maintained. Contractors have a unique, on-the-ground perspective that is invaluable to senior management. Best practice can be identified, methods shared and statistics analyzed. Discussions can be specific or open; no issue is off the table. The aim is to share knowledge to provide the safest workplace possible.

Process Safety and Emergency Response

Qatalum makes concerted efforts to ensure there is no loss of containment across all facilities, safeguarding our people and the environment. In 2015, there were zero process safety incidents recorded. To guarantee our employees are fully prepared in the case of emergency, Qatalum holds a number of emergency response drills.

During 2015 a total of seventeen exercises was scheduled for the groups and departments as well as Mutual Aid Partners. This is a 42% increase from 2014 and included "Repeat" and "Ad Hoc" exercises. The joint exercise between Power Plant and Emergency Management was held on October 2015.



Process Safety and Emergency Response

	2011	2012	2013	2014	2015
Loss of Containment (LOC) / Process Safety Incidents	0	0	0	0	0
Emergency Response Drills	15.00	10.00	9.00	12.00	17.00

EMPLOYEE ATTRACTION, DEVELOPMENT AND RETENTION

To ensure we attract the best talent and maintain a high quality workforce, Qatalum offers highly competitive benefits and compensation packages combined with a generous incentive and reward structure. Qatalum provide benefits in-line with what is standard in Qatar and that includes:

- Salary
- Transportation
- Housing allowance
- Car advance loans
- Furniture allowance

In 2015, the combined wages and benefits for all staff totaled 146 million USD.

Employees Remuneration (Million USD)

	2011	2012	2013	2014	2015
Employee wages and benefits	126	137	142	143	146

BENCHMARKING OUR EMPLOYEES BENEFITS

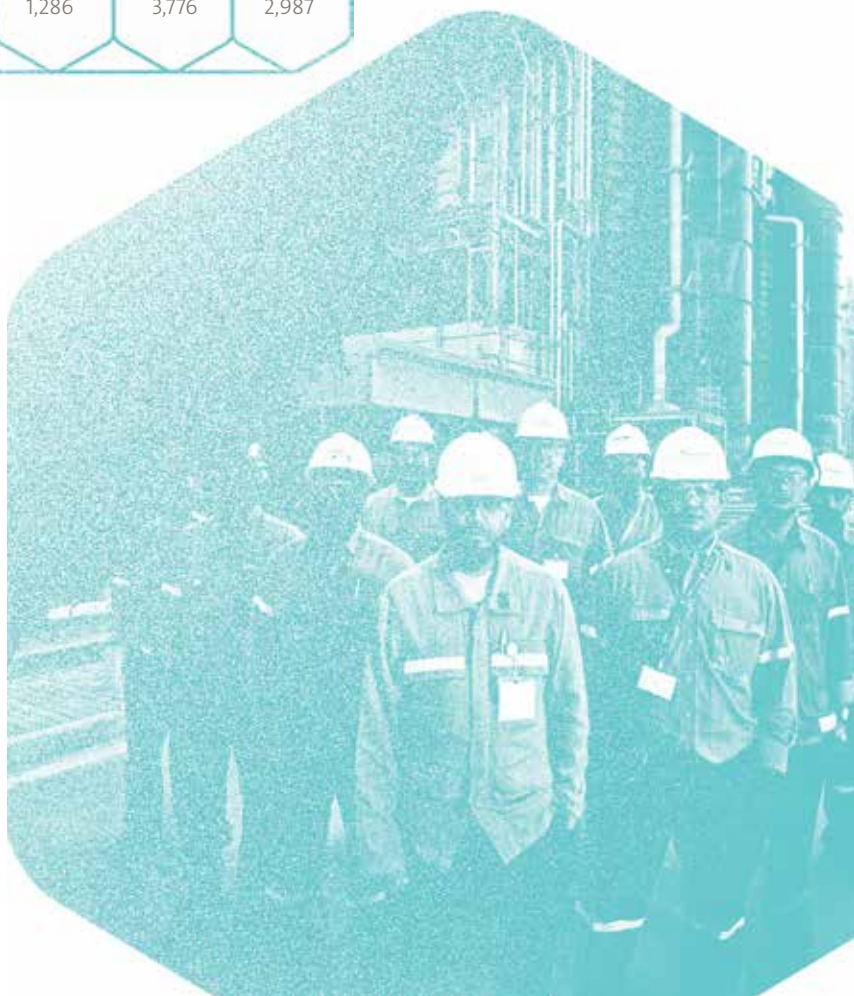
In 2015, a study was conducted by Hay to benchmark Qatalum regarding the benefits and salaries that are provided in Qatar. This study benchmarked Qatalum against leading Qatari companies and similar smelters in the GCC region. The study concluded that Qatalum has the most competitive packages when compared to the Qatari market.

Training and Development

Qatalum is dedicated to providing comprehensive training and development programs for our employees, to further their career growth and encourage future employability. Qatalum has invested heavily in this area. We believe this is critical for ensuring staff continue to hone and sharpen their skills and abilities, creating an efficient workforce to increase productivity at an organizational level.

In 2015, our employees received over 148,000 hours of training, with an average number of 113 training hours per employee and a total cost of around 4 million QAR for all trainings offered.

Training Company-Wide	2011	2012	2013	2014	2015
Total number of training for total workforce (hours)	1797,200	147,408	147,376	166,224	148,984
Average hours of training per year for employee	153.6	118.0	117.6	129	113
Total cost of training (QR)	3,428,006	1,724,116	1,611,106	4,848,061	3,925,786
Average cost of training per employee (QR)	2,856	1,326	1,286	3,776	2,987



QATALUM INTERNAL TRAINING CENTER; ADVANCING IN 2015

The Internal Training Center, established in 2014, is designed to facilitate knowledge transfer among its staff and create a space for Qatalum employees to receive training in highly specialized areas.

To expand and improve on employee training and development, Qatalum introduced several developments to our Internal Training center in 2015:

- The Internal Training Center was expanded and now includes two buildings.
- The center now provides a simulation of the business operations and provide hands-on training for new employees.
- In 2015 we implemented the second phase of the internal training center, including training for the Cast House. The first phase provided training for the Reduction operations.

Employee Turnover

Qatalum aims to create a stable, friendly working environment based on teamwork and mutual respect. Our low turnover rates highlight the positive employee response to our engagement, health and safety and training and development efforts. In 2015, 43 employees left the company, however the turnover among staff remained the same as the previous year at 34. Over the past five years, we have had a steady decline in employee turnover, representing best practice within the industry.

Turnover	2011	2012	2013	2014	2015
Total number of employees left the organization	65	71	75	24	43
Employee turnover	5.3%	5.7%	6.0%	1.9%	2.4%

Number of Employees Left the Organization - by Level

	2011	2012	2013	2014	2015
# of Senior Management	7	4	0	1	4
# of Middle Management	12	7	7	3	5
# of Staff	71	60	68	34	34

Number of Employees Left the Organization - by Gender

	2011	2012	2013	2014	2015
# of Female	29	11	15	3	5
# of Male	61	60	60	35	38

Number of Employees Left the Organization - by Age Group

	2011	2012	2013	2014	2015
18 - 30	11	13	15	10	6
31 - 40	21	28	31	13	14
41 - 50	30	20	19	9	10
51 - 60	21	9	9	5	10
60+	7	1	1	1	3

OUR NATION

- ECONOMIC CONTRIBUTION
- DOWNSTREAM ALUMINIUM SECTOR
- DEVELOPING KNOWLEDGE
AND HUMAN CAPACITY
- QATARIZATION
- LOCAL PROCUREMENT
- OUR COMMUNITY

As a global aluminium smelter, Qatalum's presence in Qatar helps promote economic development in the country. We leverage hydrocarbon assets to produce a value-added product, stimulating economic activity and distributing value in the process. Qatalum facilitates this cycle of value creation through economic contribution and the development of knowledge, capacity and skills in our human and organizational sectors.

SUSTAINABILITY MATERIAL ASPECTS

- Economic performance
- Employment and Qatarization
- Development of a skilled Qatari labor force
- Indirect economic impact
- Local community engagement

ECONOMIC CONTRIBUTION

Qatalum is a joint venture with Qatar Petroleum, generating profits and dividends that support Qatar's national development while distributing economic value through employee wages, payments to suppliers and contractors. During the second half of 2015, Qatalum, and the Aluminium industry as a whole, was negatively affected by the decrease in the London Metal Exchange (LME) price.

Despite this setback, Qatalum was able to sustain its improvement initiatives and meet its financial obligations, with our revenues amounting to USD 1,395.15 million. Over USD 1 billion went to contractors and suppliers and our sales in Qatar increased by a substantial 51.6%. Having recovered from the LME price drop, we expect Qatalum's direct and indirect economic contribution to increase in the coming years.

Direct Economic Value Generated (Million USD)

	2011	2012	2013	2014	2015
Revenues	1,135.00	1,558.53	1,548.89	1,576.43	1,395.15
Net profit	0.00	-60.00	124.00	199.00	101.33

Economic Value Distributed (Million USD)	2011 2012 2013 2014 2015				
	2011	2012	2013	2014	2015
Employee wages and benefits	126.00	137.00	142.00	143.00	145.51
Payments to providers of capital	32.00	69.00	134.00	361.00	316.84
Payment to contractors and suppliers	946.00	1,146.00	958.00	1,059.00	1,027.20
Total social investment budget	0.03	0.05	1.00	0.52*	0.90

* Amount for 2014 have been adjusted due to recalculation.

DOWNSTREAM ALUMINIUM SECTOR

Qatalum sees investment in domestic downstream industry as an integral part of its responsibilities under the Qatar's National Vision 2030 and its vision for the development of the regional aluminium sector. Through this, we hope to promote economic diversity and market creation. Qatalum currently has two customers based in Qatar, Noor and Qatar Aluminium Extrusion Company (QALEX), highlighting our support and cooperation with downstream aluminium industries.

In 2015, sales to these two companies within Qatar increased by 51%.

Sales in Qatar (Million USD)	2011 2012 2013 2014 2015				
	2011	2012	2013	2014	2015
Total Sales	0	1	14	18	27.2

DEVELOPING KNOWLEDGE AND HUMAN CAPACITY

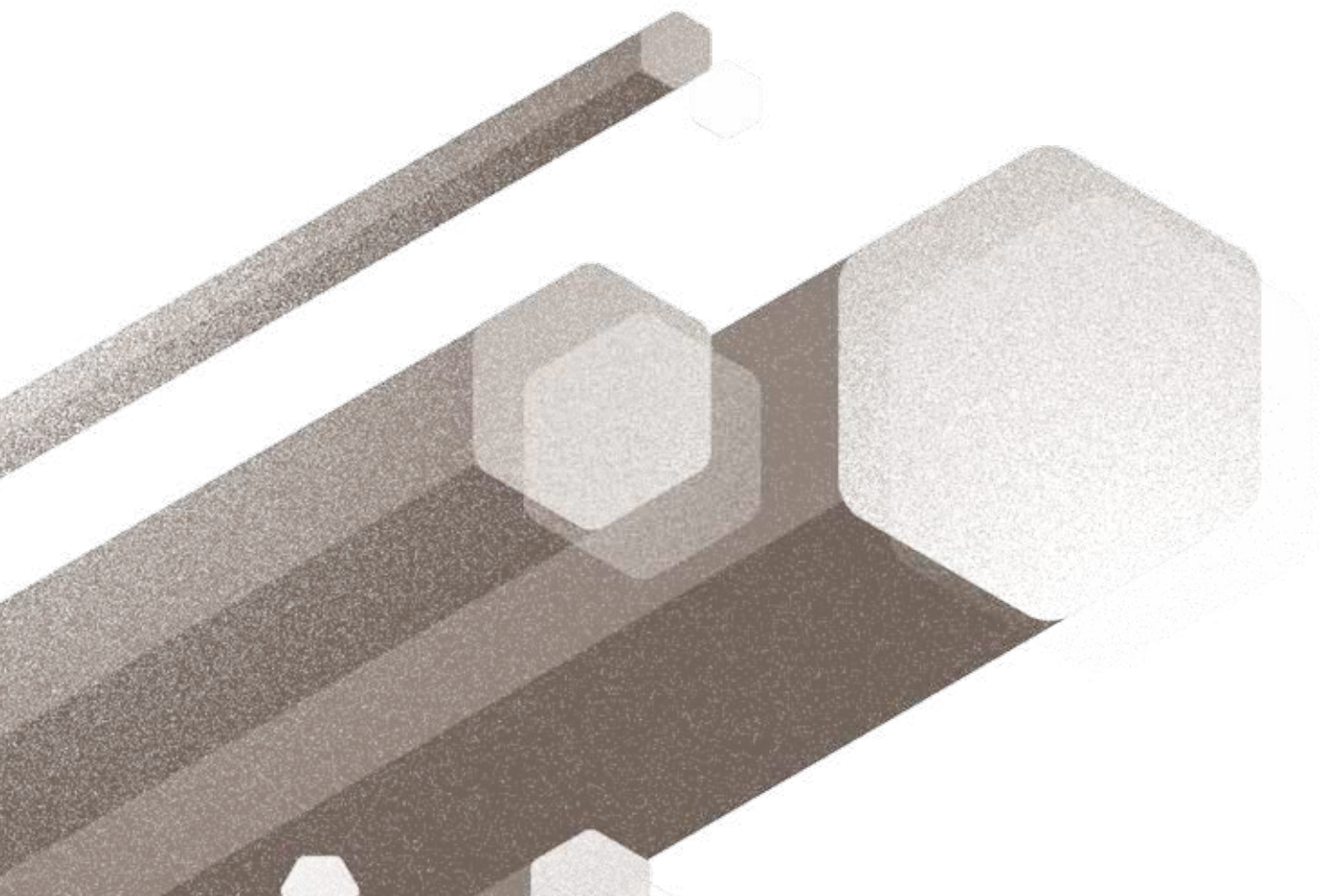
As one of the largest companies in the aluminium, Qatalum work to develop this relatively new sector. We have taken the lead in advancing domestic knowledge and human capacity in aluminium by supporting various educational institutions and training programs in Qatar.

Qatalum Faculty Chair at Qatar University

Qatalum maintains a strong relationship with Qatar University. To narrow the divide between labour requirements of the private sector and the output of the education sector, Qatalum supports the Center of Advanced Materials, a research department within Qatar University that aims to make Qatar a hub for aluminium learning and technology. It also holds the Qatalum Professor's Chair position and starting this consecutive summer, the Chair agreement will be extended for another three years. This year, Qatalum donated around QAR 2.5 million to supporting research projects at CAM.

Students as well as professors from Qatar University and CAM continue to work closely on Qatalum projects related to Aluminium. There were three master degrees completed during 2015. One was done by a Qatari employee from Qatalum. His work was related to the Aluminium production process. He continues to be a Qatalum employee. Two other graduate students completed their master degrees working on Aluminium production by-products; namely Spent Potliner and ways to characterize it and re-use it. The two students produced two master degree theses and are now working at QU. They may continue their graduate studies on Aluminium related topics. This would further benefit Qatalum.

In 2015, a group of students participated in the Qatalum Summer Internship in 2015. They enjoyed hands on experience at Qatalum, working side by side with Qatalum team of engineers, operators and lab technicians. The summer internship gets attention from the top management at Qatalum.



QATARIZATION

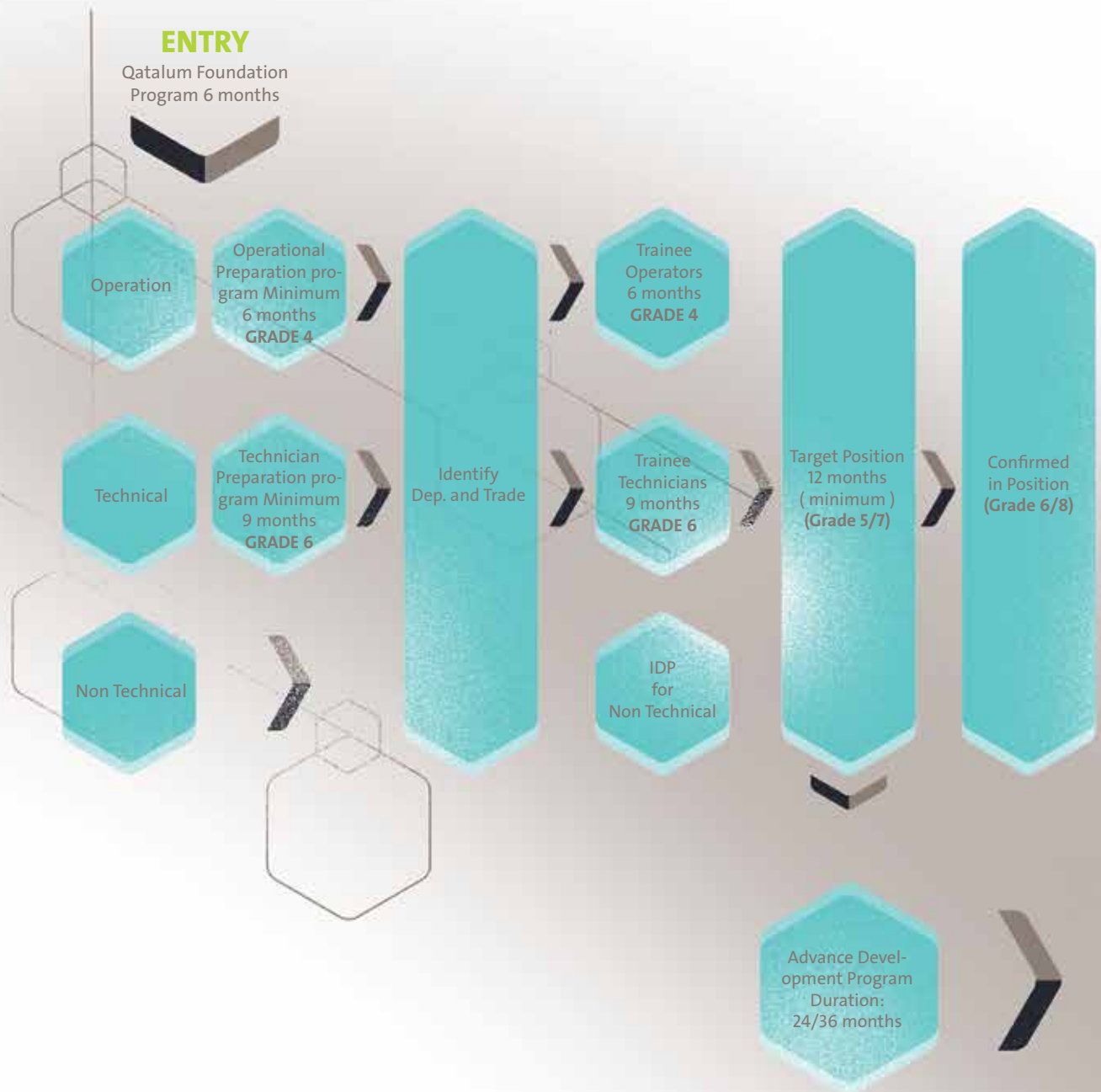
Qatalum understands the value of a local workforce and we have implemented various efforts and initiatives to grow and develop our Qatari workforce and build domestic capacity. In 2015, the percentage of Qatarization increased from 4.7% to 6%. However, the total number of Qatari nationals in the workforce remains low at 77 employees, and Qatarization continues to be a challenge at Qatalum. This can be attributed to the following issues:

- Distance from Doha.
- The working environment in a smelter company for technicians and operators.
- Required skills and capacity that are needed from the Qataris to join Qatalum.

Qatarization Figures	2011 2012 2013 2014 2015				
	2011	2012	2013	2014	2015
Number of Qataris	33	54	58	62	77
Total Employees	1,224	1,249	1,253	1,252	1,314
Qatarization %	2.7%	4.3%	4.6%	4.8%	5.9%

At Qatalum, our Qatarization team works to attract Qatari nationals through various means. This includes participating in career fairs at schools and universities to encourage interested local students to join Qatalum. We also post jobs on the Ministry of Labour Department's website and search for candidates with employment potential on our system.

We have also initiated a number of schemes to tackle low levels of Qatari employment and have a scholarship program, designed to provide long-term incentives for qualified Qataris to join Qatalum. This program has two strands:



- Scholarships for graduates: These scholarships aim to train graduates for senior positions within Qatalum. In 2015, Qatalum hired 5 university graduates under its Graduate Development program (GDP). In this program they target engineers for senior staff position.
- Scholarships for high-school students: These scholarships aim to train high-school students for technical positions. They go through a three-year training program during which they are eligible for all employee benefits, though they are officially considered trainees. Successful applicants are required to have passed the bridging program in English.

The diagram on this page outlines our intended way forward with the Qatarization program.

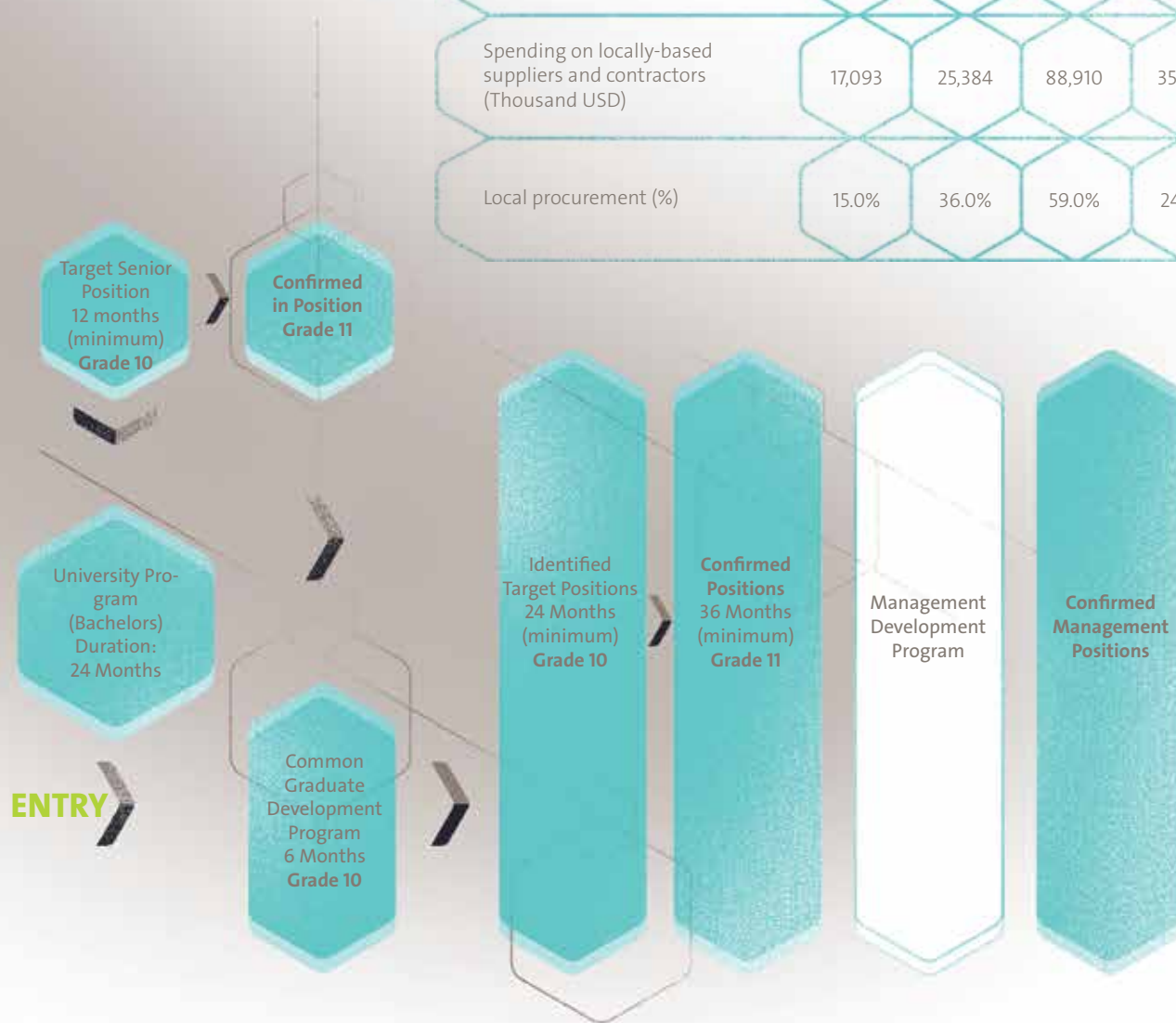
LOCAL PROCUREMENT

Qatalum acknowledges the economic value of local procurement and strives to support various distributors, franchises and outlets that encourage Qatari job creation and support local economic activity. Particular preference is given to product manufacturers within Qatar, specifically chemicals and gas. However, many other raw materials required in aluminium production are not available in Qatar. In 2015, Qatalum's spending on local procurement increased by 19% from the previous year.

Keeping with government procurement regulations, Qatalum provides a price preference of 10% to local manufactures during the bidding process. This means that, providing quality is sufficiently high, they remain cost competitive alongside multinational suppliers who keep bid prices low by utilizing economics of scale not available to smaller Qatari companies. Through this, Qatalum helps supplement the local industry.

Local Procurement (Thousand USD)

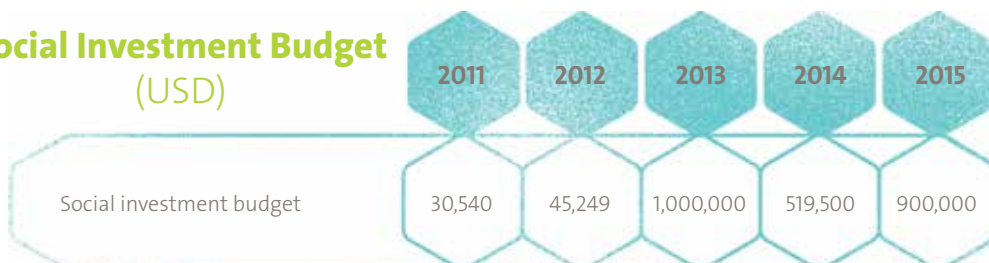
	2011	2012	2013	2014	2015
Total spending on suppliers and contractors (Thousand USD)	114,752	70,625	150,205	144,160	117,915
Spending on locally-based suppliers and contractors (Thousand USD)	17,093	25,384	88,910	35,290	33,761
Local procurement (%)	15.0%	36.0%	59.0%	24.0%	28.6%



OUR COMMUNITY

We believe that corporations should have strong relationships with their communities. Consequently, Qatalum engaged in a number of Corporate Social Responsibility (CSR) initiatives throughout 2014. Our total social investment budget for 2015 was almost USD 0.9 million.

Social Investment Budget (USD)



CSR LEADER AWARD

On March 10th, 2015, Qatar University honours Qatalum by awarding us the 2014 CSR Leader Award in recognition of our prominent role in responsible business practices.

BREAST CANCER AWARENESS CAMPAIGN

Breast cancer awareness is an effort to raise awareness of breast cancer and reduce the disease's stigma by educating people about its symptoms and treatment options. Supporters hope that greater knowledge will lead to earlier detection of breast cancer, which is associated with higher long-term survival rates. At Qatalum, Breast Cancer Awareness Campaign is an initiative that we can ALL be part of the CURE.

QATALUM AND TEXAS A&M'S PARTNERSHIP FOR THE SHELL ECO-MARATHON

As a result of the cooperation with Texas A&M since the summer internship 2014, this project came about as a continuation of the successful relationship with Qatalum who also accepted to be the sole sponsor for this project.

Qatalum and Texas A&M Qatar (TAMUQ) joined forces to build and operate a fuel efficient gas-to-liquid (GTL) diesel powered vehicle for the 2015 Shell Eco-marathon. To achieve their fuel efficiency target, Qatalum supplied the solution to the low weight, high strength and stiffness problem with their hollow tube aluminium 6061-T6 alloy parts.

This high strength aluminium alloy allowed TAMUQ to reduce the weight of the chassis from 40 kg to 23 kg while meeting all load carrying requirements. In addition, the excellent stiffness characteristics of the material allowed TAMUQ to keep the centre of gravity of the vehicle low, improving its stability and handling characteristics, while still meeting Shell's ground clearance requirements.

The high quality machining and welding characteristics created in the workshop at Qatalum allowed TAMUQ students to optimize the shape of the chassis and join aluminium members together without the added weight of fasteners. Qatalum supplied a wide range of cross section shapes and sizes, which greatly aided the TAMUQ students' chassis design. Being able to fabricate the chassis in Qatar also helped the students meet their deadline for shipping the vehicle to Rotterdam, the Netherlands, for the competition.

Such a global competition (Shell-Eco) allowed both parties to be presented as an effective and valuable contributors to the use of aluminium in the vehicle industry. TAMUQ was able to compete successfully in the 2015 Shell Eco-marathon, completing 3 runs with an average fuel economy of 60 km/L.



APPENDICES

APPENDIX A: Report Parameters

GRI G4-18

Contact	Al-Maha Al-Majid , Email : Al-Maha.Al-Majid@qatalum.com
Priority Issues	<p>Determining Our Key Priority Issues – This report was guided by the GRI G4 Guidelines in the context of our stakeholder map, and follows our sustainability framework, which was developed based on our commitment to national and international development and sustainability goals. Each of the report sections presents the relevant key issues and significant KPIs representative of the issues outlined in the framework.</p> <p>Materiality – This report covers Qatalum’s economic, social, and environmental performance as it pertains to the issues of greatest concern to our stakeholders.</p> <p>Stakeholder Inclusiveness – In creating this report and planning for ongoing sustainability, we have considered the priorities and concerns of all of our stakeholders. Our focus for 2015 was on continued implementation of sound sustainability measures in both our management and operations.</p> <p>Sustainability Context – Qatalum has considered the global context of the industry and sustainability and takes this into consideration in its sustainability management.</p> <p>Completeness – This report is Qatalum’s fourth sustainability report. We have tried to report on all of our material performance data to make this report as complete as possible.</p>
Reporting Cycle	This report presents information and details of Qatalum’s operations from January-December, 2015.
Reporting Principles for Defining Quality	We acknowledge that there are areas of potential improvement; however, this report marks significant progress from our previous report. There are indicators we are working on reporting that will contribute to greater transparency in the future.
Balance	Qatalum’s management were actively involved in the collection of the data presented in this report. The content is presented in a way that allows a balanced view of the company’s economic, social, and environmental performance.
Comparability	We include in this report data on our progress compared against our 2014 report.
Data Measurement Techniques	To the best of our knowledge, all of the information within this report is accurate and represents the best data available to Qatalum and its stakeholders. Any data estimation or calculation has been stated within the report.
Significant Changes	This report contains no significant changes in the scope, boundary, or measurement methods applied in the 2014 report.
Assurance	The report has not been externally audited or assured. However, Qatalum have conducted an internal assurance of the report through our Internal Audit Department.

APPENDICES

APPENDIX B: Stakeholder Engagement

GRI G4-24 GRI G4-25 GRI G4-26 GRI G4-27

Our approach to sustainability is devised and implemented with constant reference to our stakeholder needs and expectations of Qatalum as a company. In 2011, we conducted a comprehensive stakeholder mapping exercise which identified those groups that are most impacted by, or have an impact on Qatalum. We then with each group to understand the issues most important to them, before working out ways in which Qatalum could respond to or address those issues. The results of this stakeholder mapping, updated for 2015, are shown below.

Stakeholders	Methods of engagement	Issues of importance	Methods of response
Shareholders	<ul style="list-style-type: none"> Representation on the Board of Directors, including regular board meetings Active membership on the senior management team Performance reporting 	<ul style="list-style-type: none"> Financial targets Engaging shareholders through sustainability management Legal compliance Ethical governance 	<ul style="list-style-type: none"> Board committees Ensuring our compliance via internal audit and ethics committees Planning of strategic objectives and reports Publishing an annual sustainability report that meets GRI reporting requirements
Environment	<ul style="list-style-type: none"> Compliance with environmental regulations Reporting on material environmental issues Environmental impact assessments 	<ul style="list-style-type: none"> Minimizing of GHG and fluoride emissions Waste reduction and management Energy consumption Water usage Legal compliance with environmental regulations 	<ul style="list-style-type: none"> Use of efficient technology Reliance upon environment management manual Strict management of hazardous material Reduction in water consumption
Qatar	<ul style="list-style-type: none"> Communication with regulatory agencies Collaboration and participation through government, regulatory agencies, and industry-level campaigns and initiatives Activities for increasing Qatarization, including conferences and training activities 	<ul style="list-style-type: none"> Recruitment and development of local talent Development of local knowledge and expertise in the aluminium smelting industry Community contribution and outreach Promotion of further industry diversification Safety and health precautions Reduction of negative environmental impact Climate change strategy Transparency and excellence in governance 	<ul style="list-style-type: none"> Engagement with the community through events and environment fairs Contributions to charitable organizations Qatarization steering committee and strong Qatarization efforts Proactivity in recreational community–employee activities
Employees	<ul style="list-style-type: none"> Annual performance reviews Career development planning Intranet Newsletter Town Hall meetings Annual surveys 	<ul style="list-style-type: none"> Training and development Maintenance of diverse and inclusive workplace Employee satisfaction Healthy working conditions Overall health and primary care Safe workplace Emergency preparedness 	<ul style="list-style-type: none"> Career development system Training programs Occupational hygiene studies Health awareness campaigns Health and safety training Baseline medical examinations
Industry Partners (customers, suppliers, industry associations)	<ul style="list-style-type: none"> Conferences Evaluation and satisfaction forms Membership in the Gulf Aluminium Council and International Aluminium Institute 	<ul style="list-style-type: none"> Mutual aid and support Sustainable procurement Transparency Local customers 	<ul style="list-style-type: none"> Regular dialogue with customers and partners Membership in industry associations Participation in local and international conferences and trade shows

APPENDICES

APPENDIX C: Material Issues and their Boundaries

GRI G4-19 GRI G4-20 GRI G4-21

	Aspect Boundary				
	Shareholders	Environment	Qatar	Employees	Industry Partners
Governance and integrity	●		●	●	●
Emissions		●	●		
Waste		●	●		
Energy and water use		●	●		
Supply chain management	●		●		●
Occupational health and Safety				●	●
Training and development			●	●	
Indirect economic impact			●		
Economic performance	●		●	●	●
Employment and Qatarization			●	●	
Development of skilled local labor	●		●	●	
Local community engagement			●		
Efficient production	●	●	●		
Compliance with environmental regulation	●	●	●		
Customer satisfaction	●				●
Employee satisfaction			●	●	

APPENDICES

APPENDIX D: GRI and ASI INDEX

GRI G4 Content Index



The table below provides the disclosure of GRI content for 'In accordance' – Core for our report. Further explanation for each indicator is presented online at <https://g4.globalreporting.org/Pages/default.aspx>

GENERAL STANDARD DISCLOSURES	Page Number (or Link)
General Standard Disclosures	
STRATEGY AND ANALYSIS	
G4-1	6-7
ORGANIZATIONAL PROFILE	
G4-3	Qatar Aluminium (Qatalum)
G4-4	15
G4-5	Mesaieed Industrial City, Qatar
G4-6	Qatar
G4-7	39
G4-8	18
G4-9	2-3
G4-10	28-29
G4-11	0
G4-12	25-26
G4-13	No significant changes during the reporting period.
G4-14	20
G4-15	
G4-16	Founding member of Qatar Green Building Council, and Gulf Aluminium Council and International Aluminium Institute member
IDENTIFIED MATERIAL ASPECTS AND BOUNDARIES	
G4-17	Financial statements include the activities of Qatalum. No other entity is included
G4-18	46
G4-19	14, 49
G4-20	14, 49
G4-21	14, 49
G4-22	53
G4-23	There have been no significant changes to the report scope and aspect boundaries.
STAKEHOLDER ENGAGEMENT	
G4-24	47-48
G4-25	47-48

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APPENDIX D: GRI and ASI INDEX

GRI G4 Content Index

G4-26	47-48
G4-27	47-48
REPORT PROFILE	
G4-28	January-December, 2015
G4-29	2014
G4-30	Annual
G4-31	.
G4-32	50-51
G4-33	Qatalum does not seek external assurance for its sustainability report.
GOVERNANCE	
G4-34	11-13
ETHICS AND INTEGRITY	
G4-56	12

SPECIFIC STANDARD DISCLOSURES

DMA and Indicators	Page Number	Omission(s)
CATEGORY: ECONOMIC		
MATERIAL ASPECT: ECONOMIC PERFORMANCE		
G4-DMA	39	
G4-EC1	39	
MATERIAL ASPECT: INDIRECT ECONOMIC IMPACTS		
G4-DMA	41	
G4-EC8	41	
MATERIAL ASPECT: PROCUREMENT PRACTICES		
G4-DMA	43	
G4-EC9	43	
CATEGORY: ENVIRONMENTAL		
MATERIAL ASPECT: ENERGY		
G4-DMA	20	
G4-EN3	20	
MATERIAL ASPECT: WATER		
G4-DMA	22	
G4-EN10	22	
MATERIAL ASPECT: EMISSIONS		
G4-DMA	21	
G4-EN15	21	
G4-EN18	21	
MATERIAL ASPECT: EFFLUENTS AND WASTE		
G4-DMA	22	

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APPENDIX D: GRI and ASI INDEX

GRI G4 Content Index

G4-EN22	22
G4-EN23	23
G4-EN24	24
CATEGORY: SOCIAL	
SUB-CATEGORY: LABOR PRACTICES AND DECENT WORK	
MATERIAL ASPECT: EMPLOYMENT	
G4-DMA	28
G4-LA1	28
MATERIAL ASPECT: OCCUPATIONAL HEALTH AND SAFETY	
G4-DMA	33
G4-LA6	33,34
MATERIAL ASPECT: TRAINING AND EDUCATION	
G4-DMA	36
G4-LA9	36
MATERIAL ASPECT: SUPPLIER ASSESSMENT FOR LABOR PRACTICES	
G4-DMA	25
G4-LA14	25
SUB-CATEGORY: HUMAN RIGHTS	
MATERIAL ASPECT: CHILD LABOR	
G4-DMA	Qatalum does not have operations where there is significant risk of child labor. Furthermore, the company does not hire anyone under the legal working ages in Qatar.
G4-HR5	0
MATERIAL ASPECT: FORCED OR COMPULSORY LABOR	
G4-DMA	Qatalum adheres to all laws relating to worker rights, and follows international guidelines. The company takes significant steps to help ensure that there are no violations of worker rights, including forced or compulsory labor, among contractors.
G4-HR6	0
MATERIAL ASPECT: SUPPLIER HUMAN RIGHTS ASSESSMENT	
G4-DMA	25
G4-HR11	25
SUB-CATEGORY: SOCIETY	
MATERIAL ASPECT: LOCAL COMMUNITIES	
G4-DMA	44
G4-SO1	44-45

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APPENDIX D: GRI and ASI INDEX

GRI G4 Content Index

MATERIAL ASPECT: ANTI-CORRUPTION

G4-DMA

G4-SO5

SUB-CATEGORY: PRODUCT RESPONSIBILITY

MATERIAL ASPECT: COMPLIANCE

G4-DMA

G4-PR9

APPENDIX E: GLOSSARY

Climate Change	A significant and lasting change in the statistical distribution of weather patterns over periods ranging from decades to millions of years.
Corporate Governance	The system by which companies are directed and controlled. It involves regulatory and market mechanisms and the roles and relationships between a company's management, its board, its shareholders, and other stakeholders, and the goals toward which the corporation is governed.
G4 Reporting Guidelines	A GRI framework, issued in 2014, for reporting on an organization's economic, environmental, and social performance.
Global Reporting Initiative (GRI)	A network-based organization that produces a comprehensive sustainability reporting framework widely used around the world with the aim of mainstreaming disclosure on environmental, social, and governance performance. GRI is committed to the framework's continuous improvement and application worldwide.
Greenhouse Gas Emissions	Gas emissions, which contribute to the trapping of heat inside the atmosphere (resulting in the phenomenon of global warming).
Gulf Cooperation Council (GCC)	A political and economic union of the Arab states bordering the Persian Gulf and located on or near the Arabian Peninsula, namely Bahrain, Kuwait, Oman, Qatar, Saudi Arabia, and the United Arab Emirates.
Qatarisation	An initiative by the government of Qatar to increase the number of Qatari nationals in all joint-venture industries and government departments.
Qatar National Vision 2030	A long-term national vision built on the guiding principles of Qatar's Permanent Constitution. It reflects the aspirations of the Qatari people and the resolve of their political leadership, and envisages a vibrant and prosperous country with economic and social justice for all, in which nature and humans are in harmony.
Stakeholders	Groups or individuals who affect and/or could be affected by an organization's activities, products, services, or associated performance.
Sustainability	A state where the current generation can meet their needs without compromising the ability of future generations to meet their own needs.
Sustainability Management	The integrated management of economic, social, and environmental issues in a way that maximizes value for all stakeholders.

APPENDIX F: ACRONYMS

BOD	Board of Directors	m3	Cubic metre
CSR	Corporate Social Responsibility	PFCs	perfluorocarbons
EIA	Environmental Impact Assessment	MIC	Mesaieed Industrial City
EMS	Environmental Management System	MoE	Ministry of the Environment
ESG	environmental, social and corporate governance	MT	metric ton
GHG	Greenhouse Gas	MWh	Megawatt-hour
GJ	Gigajoule	NDS	National Development Strategy 2011–2016
GRI	Global Reporting Initiative	NOx	Nitrogen oxides
HMI	Human Machine Interface	QALEX	Qatar Aluminium Extrusion Company
HSE	Health, Safety, and Environment	QAR	Qatari Riyal
HTCQ	Hydro Technology Center	QIMS	Qatalum Integrated Management System
LME	London Metal Exchange	QIP	Qatalum Improvement Program
ISO	International Organisation for Standardisation	QPS	Qatalum Production System
Kg	Kilogram	SOx	Sulphur oxides
kWh	Kilowatt-hour	SPL	Spent Potlinings
LOC	Loss of Containment		

